Understanding and developing qualitative research methods in Kenya

A case study with Kenchic Ltd – using interviews to provide insights into consumers and develop healthy eating messages

William Hanrahan – 0955773

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Supervisor
Dr Sue Bridgewater
Abstract

This dissertation studied the methods of collecting consumer information from the perspective of international marketing research. It considered the use of in-depth interviews as a research method to develop insights into Kenyan eating habits and food culture.

A thorough literature review was carried out, which identified relevant research to help guide the student in his study. The topics considered included the role of culture, the collection of market intelligence and past research in developing countries. Due to the unique focus of this case study research, the literature played a key role in helping to determine the choice of research methodology, such methods included the use of visual aids. They were used as a stimulus for developing healthy eating messages and to enhance the data collection process.

The research identified the strong cultural links which consumers place on traditional foods and cooking methods, the fears that consumers have over food safety and the key determinants of meat consumption. Understanding such areas has allowed new concepts to be developed and tested in this research. It is hoped that through such findings, this study has helped to develop an understanding of Kenyans attitudes, particularly in relation to the current health issues faced by the partner company who supported this research, Kenchic Ltd.

Practical suggestions for the company are provided based on the results of the in-depth interview analysis, as this method is suggested for future replication, recommendations are included on how this study could be developed and improved.

The findings suggest that the methods used here in conducting international market research were successful in eliciting insightful consumer information and it is suggested for use in similar consumer research projects throughout sub-Saharan Africa.
Acknowledgments

This dissertation is the final fulfilment for the MSc Marketing & Strategy program 2009/2010 at Warwick Business School. The modules throughout the year prepared me mentally and emotionally for this project.

Spending 2 months in Nairobi working with Kenchic while conducting primary research provided me with an in-depth understanding of the chicken industry which I had no background before, it was a fantastic experience.

I’d like to thank my mother, father and brother for their help, support and love throughout my life. I thank my Aunt Rina for connecting me with Kenchic and kindly allowing me to live with her during my time in Kenya.

I would also like to thank several individuals for their assistance in helping me complete this dissertation. Sue Bridgewater for her guidance and all those who supported me in Kenya, particularly Philip Carolan from Kenchic and Alan McKittrick from NAS. For the financial assistance I am grateful to the Mount Association Centenary Fund and my grandparents who have always believed in my abilities, all my work is dedicated to them.

Finally, thanks to those who participated in the interviews and who I met during my stay in Kenya, without their help this report would not have been possible.
Declaration

This work has not previously been accepted in substance for any degree and is not being concurrently submitted in candidature for any degree.

Signed................................................................. (Candidate)
Date.................................................................

Statement 1

This thesis is the result of my own investigations, except where otherwise stated. Other sources are acknowledged explicitly in the references.

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Date.................................................................

Statement 2

I hereby give consent for my thesis, if accepted, to be available for photocopying and for inter-library loan, and for the title and summary to be made available to outside organisations.

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Date.................................................................
Nomenclature

Broiler Chicken
Intensification of the broiler chicken industry started in the late 1950's, when the use of 'dual purpose' chickens for egg and meat production ceased and new poultry strains were produced specifically for meat production. The result of the narrowly focused breeding programs has been a bird which grows twice or three times as fast as a normal chicken and converts its food into meat in a much more efficient way. Most are raised under intensive systems and reach slaughter weight at 5-7 weeks of age.

Source: Animals Australia - The voice for animals. (2010)

Indigenous Chicken (Also known as Kenyeji)
Indigenous chickens are widely distributed in the rural areas of tropical countries where they are kept by a majority of the rural poor and contribute more than 50% of the total eggs and meat consumed. These birds are characterized by low capital input and consequently low economic risks. Producers are usually smallholders, landless individuals and industrial labourers who rear these birds because of their adaptability and compatibility to the environment and activities of the owners. These chickens are hardy, adapt well to rural environments, survive on little inputs and adjust to fluctuations in feed availability.


Grandparent Stock
Most commercial meat and egg producing chickens that are raised for human consumption worldwide originated from ‘great grandparent’ eggs from a handful of companies based in the US and the UK that specialize in selective breeding meat or commercial egg producing chickens. The big breeding companies conduct the selective breeding programs and the developing breeding lines. This process is highly specialized and resource intensive. Specialist breeding companies continuously improve their breeding lines to select for a large range of positive and healthy traits. For example, growth/meat yield and the efficiency with which birds convert feed to meat are critical, but breeders also look for egg production, fertility traits and resistance to disease and metabolic conditions.

Source: Farmers Exchange Nigeria. Generation and breeding Stock
Farm to Fork
The standard means that all products sold by the firm such as eggs and chicken meats can be traced back to the specific farms of origin, and their pedigree established to the third preceding generation. This is a standard requirement in much of the developed world, where concerns about health are more pronounced and traceability is governed by legislation.


Ugali
Usually made from maize (corn) which was brought from the Americas to Africa by Europeans; they are all starchy accompaniments for the African soup or stew or sauce, or other dishes with sauce or gravy. They are generally made by boiling and vigorously stirring a starchy ingredient into a thick, smooth mush. Many Africans feel they haven't had a meal unless they have eaten Ugali with a sauce or stew.

Source: The Congo Cook Book (African Recipes)

Sukuma Wiki
In Africa this dish might be made with greens similar to kale or collards, but it can also be made with cassava leaves, sweet potato leaves, or pumpkin leaves.

Source: The Congo Cook Book (African Recipes)

Nyama Choma
Nyama choma is Swahili for "grilled meat." - Beef Nyama Choma is just a slab of beef—any slab will do—that is slow cooked over a fire for about 45 minutes. They cook the meat until it is way past well done.

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1.0 Introduction

As a passionate cook and lover of good food, it has long been my dream to work within the food industry. For my undergraduate degree I studied marketing within the school of agriculture at Newcastle University. I was able to develop my understanding of the food industry by selecting modules within food science and agri-business. This culminated in my final year dissertation, using quantitative methods to identify the various student consumer groups, working alongside a local ambient food producer.

I thoroughly enjoyed researching and writing my undergraduate dissertation. That was my inspiration to return to education and enrol at Warwick University for the MSc Marketing & Strategy degree. I always had in mind conducting a similar style project if it was available.

After making some enquiries, a family member living in Kenya put me in touch with Alan McKittrick, the group managing director at NAS Holdings Ltd. He identified the business Kenchic Ltd as one in particular need of consultancy assistance. I felt that this would be a great opportunity to gain some international exposure of the food industry abroad. I was provided with a list of areas at Kenchic that they would like me to help; this list can be seen in Appendix 1. This served as a good prompt, obviously it wouldn’t be possible for me to consider all these aspects, but it gave me an idea of where to start and how I would be able to conduct an academic project at the same time.

After finalising the project with the university and arranging the finer details with the company, I made my way to Kenya to start what would be a very interesting two months.
1.1 Company Background: Kenchic Limited

Kenchic was established in the 1960s by the Kenyan government to start a large scale poultry industry and to support local poultry farmers. In 1972, British American Tobacco (BAT) took it over from the government, in 1983 it was acquired from BAT by NAS Holdings Ltd, creating Kenchic Limited.

Kenchic now imports layer parent stock from Europe and rears them to produce commercial layer chicks. From the parent stock, the company currently has a production capacity of 300,000 broiler chicks per week. These birds are sold into the local market through the company's own depots or agents, while some are grown through a contract scheme and bought back for processing. The birds are processed into different products including whole birds, cut-ups, chicken sausages and chicken burgers.

Kenchic is the largest poultry business in Kenya, processing and distributing over 100,000kg of chicken every week to supermarkets, hotels, butcheries and the 33 franchise Kenchic Inn fast-food chains.

The post-election violence at the beginning of 2008, bird flu scares and the global recession resulted in profound changes in the Kenyan business environment. Such challenging situations resulted in Kenchic looking to take on a more proactive way of doing business, subsequently the formulation of a strategic plan for the period 2009-2012 was created to address current issues and enable the company to look ahead to the future with a greater focus.

*Kenchics Mission, as set out in the strategic plan:*

'To consistently produce and sell healthy, quality, white meat and associated products that exceed customer expectations and guarantee continued market growth'.

*The core values of service excellence states:*

'We promise our customers to meet their needs and requirements for the highest quality product and service excellence'.
1.2 Background to Eating in Kenya: Staples and Specialities

Simple meat stews and curries with fillers such as rice and potatoes. It’s just survival food for the locals offering the maximum opportunity to fill up at minimum cost.

True staples of the Kenyan diet are ugali and sukama wiki, Ugali is maize meal cooked into a thick porridge until it sets hard. Sukuma wiki is braised or stewed spinach.

Kenyan food is all about meat. Kenyans are enthusiastic carnivores, their most recognised national dish is Nyama choma, barbequed meat, goat is most common. Most other dishes are based around stewed meat. Beef, Goat and Mutton are the most common and tend to be pretty tough.

Carbohydrates come in 5 main forms, ugali, potatoes, rice, chipati and matoke.

Eating fast food has taken off in a big way and virtually every town has a place serving greasy but cheap chips, burgers, sausages, pizzas and fried chicken. Unlike much of Africa, Kenya has no great tradition of street food. Traditionally Nairobi’s office workers have relied on budget canteens and takeaways for cheap meals.

2.0 Literature Review

2.1 Introduction
Each stage of the literature review process can be seen through the division of categories, this process was followed systematically. It will be shown how an understanding of each category led to the discovery of the next topic, the researcher felt that this process demonstrates clearly how the study progressed and justifies the decisions that were taken.

2.1.1 Pre-Arrival in Kenya
Throughout this project, an eclectic mix of research conducted in Kenya was considered. This provided the researcher with knowledge of the Kenyan research environment, current issues within Kenyan academia, consumer characteristics and cultural insights.

A second string of literature was then considered in depth, consisting of research within the global chicken industry. The main issues and developments in this field were discovered through this approach, providing the author with good background knowledge prior to arrival in Kenya. To keep this literature review succinct and focused, it was decided to review only the key literature that influenced the methodology, analysis and recommendations.

The literature search was guided by the initial project brief in Appendix 1, only after spending time in the business could a proper identification of the key research questions be decided upon. After a full exploratory literature review has been completed, the research questions will be clearly defined in the research methodology.

2.1.2 Conducting Research in Africa
It is widely expected that in the future, the African continent and developing nations such as Kenya, will play a more vital role in the world economy. On 24th July 2010, Gordon Brown said Africa has more untapped potential and unrealised talent than any other continent. He said one of the five potential sources of growth is "a faster pace of economic integration in Africa's internal market, and between (its) market and those of other continents, facilitated by investment in infrastructure." France 24 News. (2010).
As companies seek to invest in Africa, it is important that they should conduct proper research and test marketing. Kumar, V (2000) discussed the blunders committed by even the giants of various industries. Douglas, S P., Craig, S C. (2006) identified the vital role that International marketing research plays as firms expand globally. They state that limited attention has been paid to the conceptual underpinnings of research needed to guide expansion. This particular research project will be conducted from an international perspective; a researcher from the UK, working closely with a large Kenyan company and studying Kenyan consumers.

It is hoped that this research will be useful not only for Kenchic Ltd but also for international firms conducting research in Africa, particularly Kenya. The next section will consider the case study approach taken.

2.2 Suitability of Case Study Method

A starting point for this task was to develop an understanding of suitable research techniques in Kenya. Casley, D.J. and Lury, D.A (1987) have written a useful book titled ‘Data Collection in Developing Countries’. It was written from the authors’ working experience in East Africa, particularly Kenya, it was felt that they would highlight many relevant issues which could improve this research project.

Casley, D.J. and Lury, D.A (1987) defined the essential methodological feature of case studies to be their in-depth, detailed analytical approach. From the project brief prior to arrival, the researcher’s interests and the feasibility of data collection sources, it was decided that the researcher would conduct a detailed examination of relatively few people. This in-depth examination method would allow the research to probe deeply into the systems that govern consumers’ behaviour, to explain and understand attitudes and beliefs.

Casley, D.J. and Lury, D.A (1987) described the mixture of methods used in typical East African case study research; personal observation, the use of informants, straightforward interviewing and studying relevant documents. All the attributes of the case study method are suitable and fit with the consultancy based research approach that is being taken.
The researcher arrived in Kenya with a list of suggested tasks and was then able to decide which area was the most in need of his marketing consultancy skills; this free-wheeling approach suited the flexible nature of case study research.

Hodkinson, P., & Hodkinson, H. (2001) describe some of the benefits of case study research, such as the fact that this type of research is characterised by a severely restricted focus. They found that such a restricting scope of the research would facilitate the construction of detailed and in depth understandings. Hodkinson, P., & Hodkinson, H. (2001) also looked at the limitations of case study research, including that of generalising the findings of the study. It can be assumed that the practical findings provided to the company will be specific and are not seen to represent the entire Kenyan population. It would, however, provide some useful insights into detailed areas of Nairobi consumers. Importantly the research methods here are aimed to be useful for guiding future research in East Africa; hence the research methods will be the focus in this literature review.

Casley, D.J. and Lury, D.A (1987) stated how ‘ordinary people in most developing countries are extremely tolerant of requests for information’, this encouraged and motivated the researcher to utilise a case study approach involved in measuring consumers attitudes and awareness. The next section deals more specifically with culture and national differences, as attempting to understand this could help improve the effectiveness of this research project and future research. Failing to truly understand and respect culture could limit the development of building a rapport with respondents or result in misunderstanding situations or behaviours.

2.3 The Role of Culture and National Differences

Kumar, V (2000) highlights the importance of understanding the various facets of culture. Culture is defined here as an attribute of society, encompassing all members of that society who have been conditioned by similar education and/or life experiences. In the context of survey design, he states that ‘unless these differences are understood and appreciated at the planning stage, and allowed for in the design of the survey, the survey may completely fail to achieve its objectives’. It is assumed that no matter what research method is being used, a lack of cultural understanding will have detrimental results. Therefore this research
project will attempt to develop a clear understanding of Kenyan culture and make noticeable observations to help others in future research.

2.3.1 Study of Consumer Behaviour

Consumer behaviour is the study which outlines the process a consumer or a group of consumers go through when buying a product or service, the reason behind the purchase, the influences of different elements on the behaviour and what is influenced by their decision. The study have be defined as 'the process and activities people engage in when searching for, selecting, purchasing, using, evaluating, and disposing of products and services so as to satisfy their needs and desires' Holbrook, M.B. & Hirschman, E.C. (1982). If we go by this definition, we see that consumers make buying decisions keeping in consideration their need and desire. The term ‘desire’ is very crucial for the critical commentary on the articles. It is not an independent study as it borrows heavily from various social sciences including psychology, sociology, economics and anthropology.

This research makes no assumptions about consumer behaviour before arrival in Kenya, approaching this research with an open mind and attempting to understand the areas which differ should be the best preparation for commencing the research.

2.3.2 Cultural Differences

This study will seek to develop closer understandings of the family structure and role played by family members in the decision making process. Buyer behaviour and attitudes towards products and concepts is largely determined by culture so developing this understanding should be highly beneficial for designing this study.

2.3.3 Racial Differences

When considering the content to be used in this study, there will be a need to design content specifically with Kenyans in mind. The researcher is British and currently has a limited knowledge of Kenya and its people. When dealing with different races, there may be a prevalence of issues which would be previously unconsidered, such as health issues prominent amongst Kenyans.
2.3.4 Differences in Marketing Conditions

Leaning about Kenyan market conditions will result in a more effective approach when planning the research methodology and improve its reliability. An example of understanding such differences could include knowing that the Japanese don’t like being contacted on the telephone, but prefer face to face communication. Such insights are invaluable and it is hoped that prior to data collection the researcher will have identified and considered key marketing conditions specific to Kenya. A full review of literature showed that currently there is no such identification available for specific marketing conditions of Kenya, the findings of this research therefore will hopefully be a reference point for future related studies.

2.4 Market Intelligence

The researcher was presented with the Kenchic strategic plan 2009-2010; see Fig 1.0 below, this along with the consultancy plan created by Kenchic see Appendix 1, as a list of key tasks for the researcher, provided important information to help him to determine the most vital issues which he could be of assistance.

<table>
<thead>
<tr>
<th>Fig 1.0 Excerpt from Strategic Plan 2009-2012</th>
</tr>
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<tbody>
<tr>
<td><strong>Primary Weakness</strong></td>
</tr>
<tr>
<td>• Market Intelligence</td>
</tr>
<tr>
<td><strong>Secondary Weaknesses</strong></td>
</tr>
<tr>
<td>• Product Development</td>
</tr>
<tr>
<td>• Customer Service</td>
</tr>
<tr>
<td><strong>The opportunities</strong></td>
</tr>
<tr>
<td>• Development of new products to achieve national consumption target</td>
</tr>
<tr>
<td>• Change to a white meat eating culture</td>
</tr>
<tr>
<td>• Full exploitation of brand name</td>
</tr>
<tr>
<td>• Develop market focus</td>
</tr>
<tr>
<td><strong>The threats</strong></td>
</tr>
<tr>
<td>• Negative public perception</td>
</tr>
<tr>
<td>• Competition from large external players</td>
</tr>
<tr>
<td>• Competition from other food proteins - <em>See Appendix 2.0 For Full Version</em></td>
</tr>
</tbody>
</table>
It can be seen in Fig 1.0 that market intelligence is currently seen as a primary core weakness and after consultations with Kenchic it was agreed that this should be a starting point for the research. Although one of a variety of weaknesses (See Appendix 2), the decision to focus on market intelligence is that without sufficient market intelligence, competitors could take advantage of a better understanding of customers and the market. This could lead in competitors having the ability to offer more value to customers and subsequent lost sales for Kenchic. Menon and Varadarajan (1992) identified that effective use of market intelligence could lead to a real source of competitive advantage. The need for better customer understanding is supported in the research of Aaker and Day (2001), they found that organisations should be consumer oriented and should try to understand consumers’ requirements. They state that to become more consumer orientated the company must look to obtain more information on consumer needs and attempt to satisfy these needs efficiently. The role of market intelligence should be to help with the collection and understanding of such needs, specifically those key areas identified in Appendix 1.0.

2.4.1 Market Intelligence Guide

Lackman, Saban and Lanasa (2000) found one of the drivers of both strategy and success in the marketplace is the role of market intelligence. Jaworski and Wee (1993) identified that improved market intelligence could lead to better organisational understanding of its strategic position, providing management with the opportunity to decide where and how the company should best position itself, allowing them to maximise opportunities. Subsequently the researcher created a guide (Appendix 3.0: Kenchic Market IQ Guide) by adapting content from Piercy, N.F (2008). The guide was written closely alongside the strategic plan to allow the company to identify key areas of market intelligence to focus on.

2.4.2 Market Intelligence Quiz

Using the quiz developed from Piercy, N.F (2008) the researcher was able to talk to the management within the business and specify a particular area of market intelligence to improve. See Fig 2.0 below for some of the answers from the quiz which helped develop the research focus.
Fig 2.0 Quiz Responses

1) **Do you focus largely on current customers?**
Yes, very little research is done to consider the Kenyan market as a whole, even the research report commissioned was requested to only focus on B/C1/C2 Households, and the consumers that purchase chicken once a month or more often. Just to focus on a certain segment means missed opportunities from all the other segments.

2) **Do you normally use internal data that says nothing about non-customers or lost customers or potential new customers?**
Usually most analysis and strategy is based on current customer data, little is done to find out what happened to lost customers or identifying potential new customers.

3) **Do you base strategies on information that is shared by all rivals?**
Yes, it seems that if some of the key competitors wanted to carry out a similar research reports, it would be possible, thus obtaining the same knowledge. Kohli and Maltz (1996) found that if competitors also had access to similar intelligence it could drastically reduce the effectiveness of the organisation.
4) Does the company develop its own thorough and independent view of the market or does it rely on published reports?

In November 2009, An external brand agency were commissioned to carry out market research on behalf of Kenchic, titled 'Project Mfalme: Understanding Chicken Consumers in Kenya'. This was created working with the brand agency Young & Rubicam, meaning it was distant from Kenchic. The sole feedback for them was a 150 page report, the researchers own analysis of this report can be seen in Appendix 4.0.

Kenchic do little thorough and independent research. After speaking to management at Kenchic they said they were disappointed with the outcome of the earlier market research, one member of senior management commented, 'It didn't tell us anything that we didn't know already'.

5) Is there a reliance of qualitative market research, instead of looking for hard data and evidence on which to base questions?

No, past market research has mainly focused on quantitative aspects, although the information based on this research wasn't freely shared within the business. Due to its quantitative analytical nature, it would have been quite technical for many within the business. It is suggested, based on this that more qualitative market research should be carried out.

6) Does the company currently rely on narrow, one-time market research studies, which are expensive and never fully integrated?

Yes, there is no system in place for continuous feedback such as customer comment cards, which would be an easy and cost effective way to get consumers opinions. There has been a one time in-store Kenchic Inn study a few years ago.

To gain insightful marketing information, the company needs to really understand Kenyan eating culture to allow segmentation of the different Nairobi consumer types, hence the reasoning for suggesting use of ethnographic research methods.

See Appendix 3.0 for Kenchic Market IQ Guide
2.4.3 Summary based on Answers

The guide was developed to encourage Kenchic to place a strong emphasis on utilising a variety of intelligence gaining methods, hoping to stimulate Kenchic employees to 'think outside the box' for new sources of intelligence. Deshpande and Zaitman (1987) found that formal market research was only a small part of industrial product marketing decisions.

In order for the company to move forward it can't just rely on market research through satisfaction-based questionnaires. It needs to utilize informal and formal discussions to find out how much people have to spend, what they like about chicken, what could be done to help them eat more, what they actually do like eating, and what they don't. If some consumer segments are ignored then a great opportunity is being missed. It would be fair to say that a consumer who earns less than $500/year wouldn't be a regular chicken breast consumer, but questions need answering, such as the following:

'What chicken would you buy and why?

How much would it need to cost and how often would you buy it?'

It is hoped that as part of the wider consultancy project, ethnographic insights gained through this project would aid the development of the understanding the Kenyan consumers and their eating cultures.
**Fig 3.0 Market Intelligence Collection Methods**

- Talking to the consumer (In Depth Interviews, Informal Chats)
- Watching the consumer (Slums, Supermarkets and Butchers etc.)
- Observing and Participating on Social Networking sites (Facebook, Twitter etc.)
- Demographic Data (World Bank/IMF)
- Academic Journals, Market Research Reports – Internal/External
- Newspaper Articles
- Internet sites, Blogs
- Focus Groups
- Internal Records – Sales figures, Customer analysis
- Identifying trends and clues
- SWOT Analysis
- PESTLE Analysis (Political, Economic, Social, Technological, Legal, Environmental)
- Process of sharing information through entire organisation

See Appendix 3.0 for Kenchic Market IQ Guide

The next section will identify which market intelligence methods shown in **Fig 3.0** will be most suitable for Kenchic to raise its Market IQ, specifically customer understanding. The subsequent decision made will be the basis for the dissertations methodology.
2.5 Primary Data Research

2.5.1 Exploratory Research

Kumar, V (2000) states that exploratory research is characterized by the need for great flexibility and versatility. The researcher has very little knowledge about the Kenyan consumer and current meat eating trends. He will need to adapt quickly to the emerging situations that occur during his time in Kenya to make this research worthwhile. Such an approach is a totally acceptable feature of exploratory research, especially appropriate when the objective is to define the problem and provide insights into possible solutions. It is a common method in international market research; seen as a more cost effective and less time consuming method of research. Especially when researchers are asked to solve problems in countries that researchers are not familiar with.

Like many international marketing research studies, secondary data alone is insufficient to solve such unique and focused problems, the collection of primary data is a necessity. A full qualitative data analysis and observational data will enable the research to get a closer understanding of the problems.

2.5.2 Qualitative Data

Qualitative research is mainly used for answering “how”, “why” and “what” questions, Webb, J R (1992). Qualitative data is collected to know more about things that cannot be directly measured and observed. As this project seeks to help Kenchic understand its consumer’s attitudes and behaviours, qualitative data is likely to be the most suitable type, especially when combined with previously collected quantitative data (see appendix 4.0).

Qualitative approaches often seek to develop a thick description, a term first used by Geertz, C (1973) to represent developing deeper understands of human behaviour, not simply explaining just that behaviour, but also its context so the behaviour can be understood by outsiders.

Qualitative methods can be classified into three broad categories: observational methods, projective techniques and interviews. According to Kumar, V (2000) observational techniques are based on how respondents behave. Projective techniques requires the respondents to perform a specific task, like interpretation of a picture, while the interview method requires the respondent to verbalize his or her opinion. It is believed that the more
unstructured and ambiguous the stimulus is, the more the subjects can and will project their emotions, needs, motives, attitudes and values.

It is felt that adopting qualitative methods will be more effective in data which provides greater insights and new perspectives. Because this study wants to develop an understanding of consumers and the way decisions are made, qualitative research is the most suitable data type to collect; it tends to focus on the ‘why’ reasons behind the overt behaviour. There are different methods of conducting qualitative methods and the next section will consider these and identify a suitable method for use in this study.

2.6 Types of Qualitative Research

The available methods of qualitative analysis differ and when making the methodological choice, it is worth considering factors like the research environment in which the data is collected and the feasible sample size available. It would make sense to firstly consider the most obvious choice of tool to gain a better understanding of consumers, individual interviews, they are seen as a good source of obtaining information and give the interviewer flexibility to direct the interview in a manner that will best help the study. Previously identified national and cultural differences add complexity to the research process, but interviews are commonly seen as a suitable method in international research.

2.6.1 Individual Interviews

In order to explore issues in detail, individual face to face interviews seem to be the correct prescription. It is expected that this is the most suitable method to provide insights into some of the issues suggested in the marketing plan seen in Appendix 1. Bourne, H. (2005) article successfully explored the laddering method of questioning, found to be an acceptable method of exploring personal values, which is what this research project is looking to do. The benefits of this technique were seen to be the flexible approach which provided ‘greater scope’ for probing significant issues. Bourne, H. (2005) also recognised that this approach was suitable when limited time was available with respondents; therefore an efficient approach in gathering detailed information. Kumar, V (2000) defined the various types of individual interview approach as nondirective, semi-structured, or focused. Although difficult to define exactly the best approach to take, semi-structured seems to fit...
the ‘best of both worlds’ approach, by avoiding the potential of going totally off topic by having a list of topics, but then allowing the smaller details such as the wording and timing to the interviewer’s discretion. Remaining open in nature will allow the interviewer to pursue the discussion in the particular area of relevance. Kumar, V (2000) introduces the concept of creating a relaxed atmosphere and the building of rapport. Kumar, V (2000) identified the cultural issues that can affect interview responses, a key justification for a one-to-one interview is due to the potentially personal nature of the topics in consideration for the interviews, such as the frequency of meat consumption. In a larger research setting like focus groups a range of social groups may be brought together and problems could emerge, for example if a professional woman and low income man are interviewed together, there is potential for the woman to try and underestimate her consumption habits, while the man may attempt to overestimate his. Malhotra, N K. (1993) identifies the usefulness of interviews when the literacy rate is low, he states interviews are ‘the most effective method of data collection in less developed countries’, subsequently verbal comprehension is needed only to the extent of understanding the general test instructions and when given orally, reading ability is not required. Projective methods are also useful to help the research process when literacy problems are faced.

2.6.2 Projective Techniques

‘The central feature of all projective techniques is the presentation of an ambiguous unstructured object, activity, or person that a respondent is asked to interpret and explain.’ Kassarjian, H H. (1974) Projective techniques involve using an unstructured stimulus, vague, ambiguous and objective. This allows the respondent to "project" his or her personality, attitude, and opinions to give the situation some structure. Reading about the level of literacy in Kenya and to further probe respondents, it is felt that providing a stimulus at various stages during the interview will help respondents to relate better to the content and hopefully evoke better, more insightful responses. Some of the projection techniques planned for this study includes word association techniques, which develop some of the themes used in the previous quantitative analysis. Sellitz, C., Wrightsman, L S., Cook, S W (1976) describe past experiments to find out the effectiveness of using visual aids in interviewing. It was found that much greater interest was given when a visual stimulus was
shown. Collier Jr, J. (1957) sought to find out if visual stimulus such as photography could be seen as a source of direct research in social science research, he found much greater attention given in interviews when photographs were used, much more detailed information was given in the interview and he found a greater ease of keeping the interview on the topics in which the he was interested. It also seems like new ideas could be tested with consumers when presented visually, hence this approach would be really useful.

Kumar, V (2000) identified the potential for consumers to strive to provide socially correct answers, while Kinsey, J (1988) discussed the issue of respondent bias in developing countries, particularly in Asia when respondents provide responses which they think would please the interviewer, known as courtesy bias. Albert, J., Luoto, J., & Levine, D. (2009) specifically encountered courtesy bias in their Kenyan research project. Spending time in Kenya and understanding the underlying culture and values prior to starting the interviews should help to overcome these obstacles and it is hoped that projective techniques will help to get down to the real reasons behind consumer behaviour. Issues relating to bias are not the only concerns during the interview process, the presence of an interviewer is widely seen to be the biggest disadvantage of this method and the next section will explore some of these issues and attempt to identify how to make interviews more fruitful.

2.6.3 Good Interviews

Casley, D.J. and Lury, D.A (1987) highlight the key role played by the researcher to create a good impression when meeting the respondent, this was shown to affect the course of the interview. They suggest providing a personal introduction, an outline of what the interview is about, and a clear statement of the interview ahead. This lead to the development of a consent form (see Appendix 6), not only would this satisfy the issues mentioned here but also the ethical considerations involved in research, these issue will be discussed in detail in the research methodology.

The interview must be conducted with confidence, as Casley, D.J. and Lury, D.A (1987) state ‘A question put in a stumbling, bumbling manner will receive an inadequate, incomplete, or irrelevant answer.’ In this study the researcher is also the interviewer which means that he should have mastered all the topics of enquiry, which will enable him to cope with difficult
lines of questioning and create a good flowing rhythm throughout the interview. Spending time in the country should enable the researcher to develop his skills with dealing with Kenyans, understanding their typical conversations and potential areas of interest. Another benefit of combining the interviewer/research role was that the researcher knew the information he was looking for, and could develop the lines of questioning and look to gather additional insights, the conversational effect was taken throughout to help the interview flow. A defined order of questions with prescribed wording was not indented, simply themes and a general structure, but if the conversation flowed onto a subject that was expected to be asked later on, the interviewer had the confidence and flexibility to move straight onto it and ensure a naturally flowing conversation.

It is also felt that the researcher must reiterate the importance of understanding the international differences when conducting qualitative research, spending some time in the country before actually beginning the interviews should be a huge benefit. The researcher will attempt in this time to gain a better understanding of culture, specifically within the discussion process. Kumar, V (2000) highlights the potential for some issues to be taboo or unacceptable, the researcher must find this out in advance. Fortunately he has time to do this. It is proving difficult to find literature to provide insights, but any notable insights will be discussed in the analysis to help guide future research projects in Kenya, or surrounding areas.

International market research involves researchers belonging to one culture or country, studying the lifestyles, attitudes, values and beliefs of consumers in another culture, even within Kenya there are vast differences between different cultures and tribes (a background is detailed in Appendix 7). There is a very high possibility of the researcher misinterpreting the words and actions of consumers in other countries. In any research study the interpretation of the data collected rests with the researcher, hence the next stage will detail a suitable approach for the data collection and analysis, it is hoped this method will reduce misinterpretation.
2.7 Qualitative Analysis

2.7.1 Sampling Frame

The next step is to decide on the sampling frame. The sampling frame is a list of population members used to obtain a sample. Because very few respondents are being included, they need to be selected in such a way as to ensure representation. If selected at random, some consumer types may be over represented and others not represented at all. Some past consumer research Kimenju, S C., De Groote, H., Karugia, J., Mbogoh, S & Poland, D. (2005) in Kenya has been identified that successfully utilised a sampling frame and this will be the basis for the sampling frame used in this research. It is felt that this research is a good example of a sampling frame as it was created to ensure proper representation of different categories of Kenyan consumers. It was also seeking a similar type of information in that it was linked to maize consumers’ awareness and knowledge of GM Foods. Quota sampling is judgemental sampling with the condition that a certain minimum number be included in each specified subgroup. The subgroups are typically formed on the basis of demographic variables like age, sex and income. Snowball methods were combined where possible, to rely on the initial respondents to recommend and suggest respondents. Care must be taken to avoid following respondent suggestions too closely which could have resulted in similar respondent characteristics. Kimenju, S C., De Groote, H., Karugia, J., Mbogoh, S & Poland, D. (2005) studied awareness and found above a third of respondents were aware of GM foods, mostly from Television, Newspapers and Radio. Others learned about GM crops at school. Newspapers and Television were more important to higher income and more educated consumers. The findings suggested a need for more information to be provided to consumers. The article recommended the research methods used for future research. The study identified important sources of information for the urban Kenyan consumer; some of the areas discovered in this research will be explored in this research project. The mass media was identified as the foremost source of information, followed by schools/colleges. It was the author’s opinion that similar studies tracking public opinion should be conducted regularly, in order to determine awareness levels, capture the impact of awareness activities and reveal trends. Some key parts of the sample frame from this study were adapted and utilised in this research, the sample frame has been placed in Appendix 5.0.
Now it needs to be decided how the qualitative data can be categorised and conceptualised. The next section will consider the appropriate strategy to use, this is an important process as the selected data coding procedure will be used to retrieve significant segments of data and attempt to make it user-friendly for the analysis stage.

### 2.7.2 Coding

Strauss, A L (1987) advocates coding as an essential part of the analytical procedure, enabling identification of key themes and patterns; the coding process involves breaking up the data into simpler, general categories through assigning labels to the data, essentially it is condensing a huge amount of interview transcripts into data sets that can be easily compared and effectively managed for analysis. Seidel, J., & Kelle, U (1995) state that ‘Codes represent the decisive link between the original raw data, such as the textual material such as interview transcripts or field notes, on the one hand and the researcher’s theoretical concepts on the other’. Codes usually are attached to ‘Chunks’ of varying size – words, phrases, sentences or whole paragraphs, connected or unconnected to a specific setting and can take the form of a straightforward category label.

### 2.7.3 Themes

Ryan, G W., Bernard, H R. (2003) see themes as abstract constructs that link not only expressions found in texts but also expressions found in images and sounds. Using an interview guide, with a set of recommended open ended questions, it would have been impossible to anticipate all the themes that might arise prior to data analysis. Once all the data has been transcribed, it will allow development of understanding the dialogue, the subjects and meaning behind what is being said. Taking such an inductive approach leads to the formation of themes to categorise the data more clearly. Ryan, G W., Bernard, H R. (2003) recognise the important role of theme identification in qualitative research. Their journal article describes and compares the various techniques available, it is hoped that this will help the researcher in deciding on the most appropriate method to use.
Discovering themes is the basis of much social science research. It is expected that through thematic categories, the researcher will be able to describe, compare and explain the variations in consumer responses. It is hoped that being explicit about the themes will provide a better method of presenting the data to the end users. Ryan, G W., Bernard, H R. (2003) identified that they rarely see descriptions of how researchers came to discover the themes they report in their articles. That is why this research would like to focus on the theme identification and the process, to see what key issues come out of the research from interviewers with consumers. The full transcripts will be analysed, as seen in Ryan, G W., Bernard, H R. (2003) following the suggestion of underlining the key phrases, looking for repetitions, studying the underlying beliefs behind metaphors and analogies used and considering similarities and differences within the data.

2.7.4 Cutting and Sorting

After the initial marking of text, cutting and sorting involves identifying quotes or expressions that seem important then arranging these into categories that go together. Ryan, G W., Bernard, H R. (2003) offer a simple way of doing this manually, although the researcher has adapted this approach for use in this study with word processing and spreadsheet software.

**Fig 4.0 Cutting and Sorting Technique**

1) Cut out each quote (Make a note of keep some context so you can relate it to its initial context if necessary)
2) Paste the material into a table, title this table with key words which relate to this quote.
3) Follow this method through the transcripts, and fill the spreadsheet tables with quotes of similar topics
4) Refine and adapt these tables, decide on clear theme topics which generalize, but still apply to all the quotes
Theme identification does not produce a unique solution, as seen in the research by Jehn, K. A., and L. Doucet. (1996), who were able to create 3 entirely separate sets of themes using the same data set. This reflects the fact that there isn’t a ‘right’ way of theme identification. So far, the literature review has considered the available and relevant literature to help guide the preparation of the research methodology, literature must now be considered to help develop the interview content and visual stimuli to consider within the interview guide, through developing key lines of questioning.

2.8 Interview Guide Content

Bryman, A., Bell, E (2007) highlight the benefits of using an interview guide, such as the way it provides flexibility for the interviewer to identify the best way to glean information from participants. In preparing an interview guide Bryman, A., Bell, E (2007) offer useful suggestions, which include creating an order of questioning to assist the flow of the interview and to formulate these questions in a way that will help answer the research questions.

2.8.1 Developing Healthy Eating Messages

This section will be split into some of the key themes which emerged prior or during the researchers’ time with Kenchic. The literature has been used to identify how the following topics have been researched in the past and also to develop the researchers’ knowledge in the some of these specialist areas.

2.8.2 Lowering Risk

Avian influenza (Bird Flu) is perceived as the biggest challenge to the poultry industry. It is common to see seasonal disease outbreaks with the local chicken due to movement of birds and lack of vaccination against the H5N1 virus. Kenchic was hit by the bird flu epidemic in 2005 and had to face huge losses (26 million Kenyan shillings). Kenchic was involved in a joint campaign with the Kenyan government to educate people on avian flu and also addressed the issue through its own efforts in the media, this is where the Farm to Fork concept originated Keskin E., M. Steglich, J. Dijkman & A. Hall (2008).

Yeung, R M W., Yee, W M S. (2002) carried out research on UK consumer attitudes to the risk of chicken meat, stating that recent food scares, such as meat contaminated with Salmonella, Campylobacter, and the overuse of antibiotics had led to an increased concern
about its consumption. The researchers in this study carried out multidimensional analysis to provide a thorough understanding of consumer perceived risk. As this study is limited to UK consumer research the findings cannot represent Kenyan consumers, but the same issues that prompted this research study are also the same in Kenya. They state ‘In the wake of growing consumer concern about food safety, it is crucial to look into consumer risk perception’, and this is a key objective of this research project. The results presented by Yeung, R M W., Yee, W M S. (2002) suggested developing special food safety messages, with education provided to those unlikely to have easy access to generic food safety information. This recommendation will be added to the interview guide, to find out if there is a need for additional food safety information, health safety messages will be designed as a visual aid to help further stimulate the conversation and generate useful insights on a campaign that Kenchic could introduce.

When looking at ways to reduce risk within the UK poultry industry, Yeung, R M W. (2003) identified the creation of the ‘Quality Assurance Scheme’ as the most important strategy. Quality was placed very highly as a product attribute in meat, especially during food scares, therefore a quality assurance scheme was well received by consumers. It is likely that in Kenya, consumers may not value quality as importantly as other factors. This research project will consider what attributes are considered important to Kenyan consumers and how they feel towards quality assurance schemes, such as the Farm to Fork scheme already introduced by Kenchic. Product origin was found to testify the quality and safety of the product, as consumers were thought to identify bad feeding and intensive rearing methods could cause microbiological risks, so chickens produced from traceable assurance schemes were associated with high quality. The farm to fork message is focused on the rearing methods and the traceability of the Kenchic chicken, but it will be tested with Kenyan consumers to check if it is having the desired effect. An article from Marwa, S., Zairi, M. (2008) about forming a national quality award in Kenya identified some of the benefits of such a scheme, including increased publicity and the raising of awareness. Marwa, S., Zairi, M. (2008) researched the Kenyan market and they made recommendations for such a scheme in Kenya. Although Farm to Fork isn’t an integrated national quality award it still shares similar attributes, hence this researcher’s suggestion to further promote this concept.
further, for example additional promotion of the Kenchic chicken packs. Yeung, R M W. (2003) consider that the use of a quality mark or logo on the meat pack helps to provide assurance, as currently Kenchic do not use their Farm to Fork assurance logo on their packs. Interviews will firstly consider the existing impact of the Farm to Fork scheme, its current logo and the possibility of placing it on packs. As Yeung, R M W. (2003) identified the logo as an important marketing tool, new designs for the assurance scheme logo will also be considered and presented as a visual aid for discussion in the interviews.

The second most favourable risk reducing strategy identified by Yeung, R M W. (2003) was through the creation of cooking and storage guides; the guides main focus being to provide consumers with information to prevent them from getting ill from incorrect cooking and storage methods. The guide was identified to raise the consumers’ confidence and make them feel safer about handling chicken. The opportunities identified included putting cooking and storage information as food safety tips, the destinations for such information included the product label or in professional magazines. It is this researcher’s aim that some of these recommendations could be proposed in Kenya, so some food safety messages will be developed to test with consumers.

When considering the placement of such information, provided as in-store leaflets was identified to be helpful in reducing perceived risk, following a similar method with a company magazine will be proposed which could be distributed at all sales points. This concept would need to be tested so some sample designs materials for the magazine were created, and it is the researchers’ aim that these can be tested in the qualitative interviews. Well known brand and brand loyalty were ranked third and fourth respectively, which confirms the importance of brand in hazardous and harmful food risks, as UK consumers are found to associate product quality with brand name. Brand name was seen to develop brand trust, add value and be a symbol of quality, but the Kenyan chicken market will be studied to see the effects of brand name and consumers will be asked about their awareness of chicken brands.

Government laboratory approval was ranked fourth in Yeung, R M W. (2003), currently all Kenyan food products must be approved by KEBS (Kenyan Board of Standards), so this may have diluting effect of the strength of this factor, although the research will try to identify
how Kenyan consumers value the KEBS accreditation and find out what it means to them. The results of Yeung, R M W. (2003) identified that food tested by the UK government is more favourable than that tested by a private company, but it is acknowledged that the UK is perceived to be strict on standards and testing in Kenya may not be trusted at the same level. Yeung, R M W. (2003) suggests the use of government laboratory approval to be an effective promotional technique so this idea will be tested.

Interestingly this pioneering study by Yeung, R M W. (2003) revealed the importance of quality assurance schemes, especially during food scares, as opposed to price reduction and special offers, which were found to have little effect. It will be interesting to find out if this is the same situation with Kenyan consumers and to find out how consumption habits may change during a food scare. Due to its relevant theme it served as a very useful piece of research and guided the development of visual aids and issues for the interview guide.

2.8.3 Considerations When Developing Messages

When asking respondents for perceptions on health issues or other feelings it is a possibility that consumers will be incorrect and these assumptions may be deep lying within their culture, the magazine content is being develop to inform consumers about health information. There is useful article by Rice, R., Atkin C (1989) which describes the importance for campaigns to emphasize information that is new to the target group and essential for behaviour change. It may also be necessary to clear up misconceptions preventing behaviour change that were uncovered in the research with the target population, and find out about and address other real and perceived barriers to behaviour change. When these messages are created it is important that they are simple messages and can be understood by the target group. This will be a useful part of the interview process as it will allow pre-testing of these materials so they can be developed in line with the consumers’ requirements and needs. Manoff, R (1985) adds that the goal of making messages more memorable lies in being creative and novel, and by including members of the target audience in the messages. He also introduces the concept of creating intense, emotional or entertaining messages; this is something which could be interesting to test in the Kenyan research field, some themes have been designed to test during the interviews.
2.8.4 Children’s Content

Kraak, V., Pelletier D L. (1998) considered the wide range of techniques and channels available to reach children and adolescents, the purpose of doing so were to encourage product sales and develop brand awareness, key objectives in any retail business. It makes sense that if a childrens’ selection could be developed in the magazine it would increase its appeal, and hopefully encourage children to read the health messages contained about chicken. A study of past food advertising targeted at children was considered to help develop ideas of how the chicken should be targeted. Folta, S C., Goldberg, J P., Economos, C., Bell, R. (2006) analyzed 37 food ads for the persuasive techniques used. Food was associated with increased athletic ability in more than once in three food ads. The most common persuasive technique that advertisers used was to associate their product with fun and good times. Foods are also commonly associated with a pleasant taste, which is not surprising, considering that taste is a key determinant of food choice.

Kenchic can use some of the persuasive techniques identified in this study to formulate messages for nutritious foods targeted to school age children. Based on these findings, a public service announcement that promotes a healthful food such as broccoli to school age children would associate the food with fun and happiness and would imply that it tastes good.

Some issues have been highlighted in terms of relevant content to be considered within the interview guide, this concludes the literature review section. The research carried out through studying available literature will allow the next process to begin, starting with the research aims and objectives through the development of a clear set of research questions.
3.0 Research Methodology

3.1 Introduction

Before departing from the UK it was possible to find articles on the internet to help develop an understanding of the current issues that Kenchic face within the chicken industry. The following except is written by Jiwaji, A. (2009), after an interview with the marketing manager of Kenchic:

*Kenyans have a preconceived idea that Chicken is an expensive, elitist and only good for eating on special occasions. Kenchic challenged this notion and made chicken into a common item for daily consumption.*

*Wainaina (Kenchic Market Manager) identifies all Kenyans as members of Kenchic’s market, but the company zeroes in on the youth, the generation that does not see chicken as a luxury commodity, for practical purposes.*

*'We want them to believe they can eat chicken seven days a week'*

*'Young consumers are more conscious of healthier eating and more willing to make lifestyle changes'*

*Kenchic targets schools and other educational institutions in the hope of developing a taste for chicken at a young age and breaking the trend towards red meat.*
3.2 Aims and Objectives

A wide range of literature has been explored, the researcher now has a clearer idea of the key issues and can attempt to define the main research objectives.

- Are interviews an acceptable method for understanding Kenyan attitudes and beliefs relating to food?
- What specific parts of the interview process were most effective in gathering insights and thick descriptions?
- Has this research been useful for developing the current Farm to Fork concept for Kenchic?
- What recommendations can be given based on the findings of this research?
- What research method is suggested for future market research activities?
- Can an external consultant effectively conduct international research for a national company within the Kenyan environment? Benefits and pitfalls of this approach?
- What characteristics were identified when researching Kenyan consumers?
- Can this research project serve as a useful guide for conducting international market research in Africa?
3.3 Epistemological Considerations

This study will be taking a highly inductive approach to investigate the cultures of eating within Kenya. An inductive research methodology should allow unknown groupings and concepts to emerge.

This research is similar in a way to Hofstede, G (1984) and his inductive study of cultural differences, although his inductive investigation was based primarily on the analysis of quantitative data. He used statistical analysis to form the basis of a theoretical framework, but these dimensions were not developed as hypotheses prior to data collection, instead they were suggested to have emerged through the process of analysis.

This researcher follows objectivist ontology, it is his view that cultural measures can be appropriated from empirical observations, while cultures and sub-cultures can be viewed as collections of widely shared values and customs into which people behave so that they can function as good citizens or all full participants.

The systematic review approach is more problematic when using qualitative research due to the researcher’s interpretive approach to understanding the social sciences. Rather than reviewing the literature to find out what this research project can add to existing knowledge about the subject, as an interpretivist, there is a different reason for reviewing the literature on a particular subject, which is to enrich human discourse by generating understanding rather than by accumulating knowledge. Hence the literature review was more a means of gaining an initial impression of the topic areas that were intended to be understood through the research. This is demonstrated by the less focused and wider ranging scope than systematic reviews.

As Gubrium, J F., Holstein, J A (1997) suggest in research of qualitative research methods, this study seeks to apply aspects of the following approaches:

- Naturalism, in order to understand social reality in its own terms, as it really is, with the aim of providing rich descriptions of people and interaction in natural settings.
- Ethno-methodology, seeks to understand how social order is created through talk and interaction.
- Emotionalism, exhibits a concern with subjectivity and gaining access to ‘inside’ experience; it is concerned with the inner reality of humans.
3.4 Seeing through the eyes of the people being studied

It is this researcher’s belief, like that of many qualitative researchers, that the subject matter of the social sciences (that is, people and their social world) differs from the subject matter of the natural sciences. In the work of Schutz, A (1962), the argument is made that people are capable of attributing meaning to their environment. As a result, qualitative researchers like this researcher express the commitment to viewing events and the social world through the eyes of the people studied, rather than as though those subjects were incapable of their own reflections on the social world. The epistemology underlying qualitative research has been expressed by the authors Lofland, J., Lofland L H (1995). They state ‘You must participate in the mind of a human being to acquire social knowledge’.

It is this viewpoint that this research will follow; in order to capture other people’s meanings and organise their findings. Similar to how Jackall, R. (1988) was able to generate an understanding of how men and woman in business, experience their work. That why this research will not be fully coding the data and potentially and alter its meaning. Instead responses will be edited in length, but the content will not be changed. Although this still could alter meanings, it seems like a reasonable compromise for coding data for the theme analysis. This research will look to generate an understanding of how Kenyan men and woman experience food and what other factors influence their purchasing decisions and eating habits.

3.5 Selection of Data collection Methods

Due to the difficult nature of selection of research methods in international market research, it was given a core focus in the literature review and the decision wasn’t made until the researcher had a full understanding of the relevant issues and methods available.
3.6 Primary Data

3.6.1 Type of Primary Research
Primary research can be classified into three types, exploratory, descriptive and causal research. Exploratory research is used extensively in international marketing research, most appropriately when the primary objective is to identify problems, define problems more precisely or investigate a potential new course of action. The exploratory researcher typically has little knowledge about the situation being researched, allowing an unbiased and fresh perspective on a situation. Exploratory research focuses on qualitative rather than quantitative research. When researchers are asked to solve a problem in a foreign country they are not familiar with, they typically look to exploratory research to learn and understand that culture.

3.6.2 Qualitative Data
In an international context, qualitative research takes on an added meaning, as regional and cultural differences accentuate the attitudinal variations among people. Qualitative data will be collected to know more about things that cannot be directly measured and observed. Feelings, thoughts, attitudes, intentions and past behaviour are some of the things that cannot be directly measured and can only be obtained through qualitative data collection methods.

3.6.3 Home or Away?
Collecting primary data does not always mean the researcher must be physically present in the country being studied. Although in this study, the researcher felt that a presence in Kenya would be vital to guide the research process. If primary data was collected from outside, it may mean that the internet is the only way to collect a sample and conducting research online would certainly not be considered representative of the mass Kenyan population.

3.7 Ethnography
The attempt to describe a culture is known as ethnography, culture is acquired knowledge used to interpret experiences. Spending time in Nairobi allowed the researcher to find out about Kenyan culture, what they know and to observe their verbal and non-verbal language. Although interviewing methods were used to try and identify this, the researcher allowed 1
month before interviews started to gather data in a natural environment and develop relationships with Kenyans.

3.8 In depth Interviews

3.8.1 Obtaining Respondents
The company provided the researcher with whole chicken, legs and sausages as an incentive to encourage participants to be interviewed. This seemed like a good idea as it also promoted Kenchic products, it meant respondents felt there was more of a two-way relationship and the gift could be seen as a reward for their time. It was thought that if respondents were travelling to the interviewers’ home and spending over an hour there, then a fair gift would be some chicken. This method was preferred instead of a cash payment. Casley, D.J. and Lury, D.A (1987) found that payments to respondents could actually set dangerous precedents and the authors recommended that they normally shouldn’t be made.

3.8.2 Interview Guide (See Appendix 10.0)
Using an interview guide was decided upon after the literature review. When designing the open ended questions/topics, the researcher will be using data collected during the course of the secondary research and from further discussions with the Kenchic management. The issues that were faced in designing the guide included trying to avoid using complex words which could cause confusion. The interview guide would be used to recommend simple ways of presenting a question, although the final choice was essentially at the interviewers’ discretion. The guide topics were broken down into simple lines of questioning and it was felt an open ended approach would eliminate cultural bias as there are no restrictions on the respondents’ answers and they are free to (hopefully) give their honest answers and opinions. Very often qualitative studies seem to be full of apparently trivial details. However, these details will be considered important for the research, because they must be significant for the respondent to talk about it and because the details provide an account of the context within which people’s behaviour takes place.

3.8.3 Interview Setting
The interviews were conducted in the researchers’ home in central Nairobi.
3.9 Secondary Data
Once Appendix 1.0 was provided to the researcher he was able to start identifying useful data, including the internet for collecting secondary data. Secondary data was particularly relevant in evaluating the Kenyan environment and in the identification of trends within the worldwide chicken industry.

3.9.1 Mintel Analysis
A mintel report on Poultry and Game Meat (2008) was analysed (see appendix 8.0) to identify trends within the UK poultry market and how they UK market dealt with similar health issues that the Kenyan poultry market also faces.

3.9.2 Quantitative Data Analysis
This was an external study conducted by TNS. A senior manager at Kenchic explained that it hadn’t been as useful to them as expected. The researcher conducted an analysis of this report (Appendix 4.0) and it provided helpful areas to probe further and was constructive for the development of the interview guide.

3.10 Ethical Considerations
There are particular rights of the respondent that the researcher should identify prior to commencing the interview process. It is important that respondents are accurately informed of the purpose of the study. Even though the questionnaire wasn’t dealing with sensitive data, it was important to achieve respondent buy-in and trust, this would mean respondents would feel free to speak their mind without fear. Respondent Ids’ would be used to protect the anonymity of respondents.

Casley, D.J. and Lury, D.A (1987) state respondent rights as the following:

<table>
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<tr>
<th>Fig 5.0 Rights of the Respondent</th>
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<td>a) Freedom from being asked personal questions about someone other than a very close dependant.</td>
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<tr>
<td>b) Freedom from being subjected to behavior that is uncouth, patronizing, overbearing, or threatening</td>
</tr>
<tr>
<td>c) Not having his courtesy, tolerance, and patience strained by excessive questioning.</td>
</tr>
<tr>
<td>d) Privacy, including the privacy of keeping certain personal information to themselves.</td>
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It is important that the researcher clearly understands these rights and that this will be followed throughout the interview process. This contributed in the development of the informed consent form (Appendix 6.0) mentioned earlier, which helps by actually informing respondents of their rights and adds a level of professionalism to the study which suggests further feelings of trust. As the interviews were to be recorded, permission was asked and the gift of chicken was clearly defined in the consent form.

3.11 Research Reliability & Validity

3.11.1 Research Bias

When researching in a foreign country, it is likely that the researcher will not be fully in tune with the environment, instead bringing his own values and beliefs into the study. To avoid cultural bias the researcher will attempt to have a very open minded approach and develops an understanding of Kenyan culture. The researcher entered the business environment, lived in Kenya, became friends with Kenyans and took a consultant role within the company. The researcher read Kenyan literature, newspapers, journals of Kenyan culture, visited supermarkets, restaurants, shopping malls, even the slums. It is hoped that this would help the researcher get into the Kenyan psyche and subsequently have the ability to dispel potential issues of cultural bias that would have occurred. The researcher felt that 4 weeks immersed in the Kenyan way of life was highly beneficial to the reliability of this study.
3.11.2 Language

One day I was talking to one of my Kenyan friends and she said she ate out at least once a week in Hotels. I knew the restaurants at the Hotels in Nairobi are very expensive, I was thinking of the ridiculously high prices that I seen being charged in such places as The Serena, the Norfolk and the Intercontinental. I was really surprised! How could she afford that?

Then I realised, as the conversation progressed, that when she said Hotel, it meant the small ramshackle buildings selling indigenous food to the locals. I have noticed some of these buildings on my visits to the slum areas. I realised that her use of the word Hotel was quite different from my westernised use of the word. A total misunderstanding. Luckily I cottoned on before I said anything ridiculous!!

Spending time here before commencing the interviews meant that the researcher would have a chance to get used to the accent, including the slang and colloquialisms used such as in the example above. Particularly when talking about food Kenyans often revert back to the traditional Kiswahili words. Spending time in the food markets meant the researcher would have the opportunity to get acquainted with such words. It was also decided to record the interviews so that any words that weren’t immediately understood could be replayed. See Appendix 9.0 for an introduction to Kenyan language and some useful words that helped the researcher develop his understanding of the language in Kenya.

3.11.3 Sample

The main decision makers for the purchase of meat were considered to be all consumers over the age of 18. The sample attempts to include all groups within the Nairobi population, be it in a small sample size. Qualitative research relies on a small sample which may not be representative of the target population. The literature review identified an acceptable sampling frame to use; this sampling frame was tested in the pre-test.
3.11.4 Comparability of Data
One of the major problems faced by an international marketing researcher is that of comparability of data. Kenya is a unique country and its people obviously will act different than people from other countries. The focus of this research for Kenchic is for use within its home market, although the research methods will have the ability to be modified for similar studies, future research at Kenchic could use this format to develop export markets and understand consumers in neighbouring countries better.

3.11.5 Pre-Testing
It is important to pre-test the interview process; this was done to ensure that the key phrases used in lines of questioning from the interview guide are interpreted correctly. The interview guide and visual aids were distributed throughout the company for testing on Kenchics Kenyan workforce. This revealed some minor suggestions which were subsequently implemented in a revision of the interview guide.

3.12 Data Preparation
As identified through the literature review, the data was collected to be coded and edited. During this process the researcher will try to avoid errors and ambiguous responses. The theme approach identified in the literature review will seek to avoid tampering with the data as much as possible and thus avoid losing the context of data. Once the data has been coded and edited, the researcher will examine the reliability of the data.

3.12.1 Coding
The final stage of the research process is very important because this is when the researcher presents the results to the management at Kenchic. It is expected that the researcher can apply his knowledge gained from his 2 months spent within the company and use the information he has obtained to present useful recommendations to Kenchic that will aid the decision making process.

3.12.2 Presentation to Kenchic
It must be remembered that a long term goal for Kenchic is to raise its market intelligence. Therefore the recommendations given to Kenchic also include the ‘academic part’ of the project which details the research methods used.
Casley, D.J. and Lury, D.A (1987) identified some principles to remember when presenting data, for this study these seemed especially relevant:

1) The layout should be clear and pleasing to the eye
2) Should be understandable by someone not intimately connected with the survey
3) The layout should be consistent throughout

Casley, D.J. and Lury, D.A (1987) outline the functions of the main report, that is should contain the following:

a) objectives and an introduction to Kenchic
b) summary of the main issues discussed
c) the history of investigations into the topics studied, the information available at the planning stage, and the place of the interview in the exploration of the topics
d) the different methods considered and the one adopted (with reasons)
e) details of the sample design and the selection of respondents
f) the design of the interview guide, with copies in the Appendix
g) quality control measures
h) a timetable setting out the main chronological stages
i) the budget and resources employed
j) the experience in the execution of the interview, including time distribution and unexpected difficulties

The main findings of the report should then follow with a summary of the data.

k) design of the interview and how it was determined
l) how the interview was carried out, including an account of deviations from the plan
m) a summary of the data collected
n) a discussion of errors which could affect the data
o) the analysis of data, examination of results, the indication of new findings and important results

Finally the presentation of Executive Summary, this is necessary to show the findings to the senior management who will be interested in the report, but who don’t have the time to read through the whole document.
3.13 Conclusion

The literature review was very useful in considering some of the methods available to deal for the methodology stage, this allowed a fairly straightforward methodology section which systematically described the stages involved in data collection and the subsequent steps to take. In practice all these methods were closely followed and therefore we can now move forward to the next part of this dissertation – the Research findings and analysis.

This analysis is designed in such a way that the first part relates directly to the findings from the interview process, the strategic findings for Kenchic Ltd. While the second part of the analysis deals with some broader aspects of the findings and about the research process.
4.0 Research Findings and Analysis
4.1 Introduction

Now the data has been collected and organised by the methods identified earlier, it can be presented in a way that allows the researcher to discuss each theme in a systematic order. This method allows a clear comparison between the responses from all interviewees on each topic. If there are notable findings to be made on each theme they will be stated. Two full interview transcripts have been attached in Appendix 12.0 & 13.0, the remaining transcripts are available on request.

Regrettably, due to word count restrictions it isn’t possible to include the theme analysis in this document, instead the entire theme analysis will be placed in Appendix 14.0 and only the discussion based on each theme will be shown in this section.

4.2 Sample Demographics

12 Interviews were carried out and fully transcribed, given the time and resource restraints for the researchers stays in Kenya. It was decided early on that a sample between 10 and 15 would be sufficient. Due to the small sample size, it allowed the researcher more time with each respondent, building a rapport and taking in depth approach in each interview. This facilitated the collection in rich data, full of interesting consumer insights, and it is suggested that in future research this would be a reasonable number to interview.

The average Time of interview was around one Hour and 30 minutes, this was slightly long, as visually it was possible to see some signs of fatigue with respondents, however, it served as a good length of time in order to get through all the questions and subjects in depth, without the need to rush. Because respondents were being given a gift for their participation this wasn’t an issue, as they were being rewarded for their time. Because of the nature of the interviews the researcher was able to wrap up the interview or alter the question order to suit the respondent.

6 Males, 6 Females - A fair representation.

The majority of Kenchics sales come from Nairobi retailers and restaurants, so it seemed like a good idea to gather respondents who currently lived in Nairobi, it is important to note that many were originally from other parts of Kenya, so it can be expected that these opinions would be similar in other regions of Kenya. But this needs to be tested.
In future research, to benefit Kenchics development throughout Kenya it could be worthwhile to move to alternative locations in Kenya for example Mombasa, an area Kenchic are interested in, with a high muslim population. Past quantitative research considered the Mombasa consumer in depth, and found consumers from this area to be very different.

4.2.1 Respondents Living Situation
This sample showed that more modern household relationship trends exist in Kenya, potentially becoming more common, as they are in the rest of the world. These included living alone, living with parents, or with a family. The ages of respondents ranged from 23 to 54, while respondents children ranged from 1 month to 25 years old. (Amazingly this was from the same man!)

4.2.2 Religion
The majority religion in Kenya is Christianity, about 37 percent are Protestant and 25 percent are Roman Catholic. About 4 percent of Kenyans are Muslim. Although this research interviewed only Christians, it managed to get a variety of the Christian denominations. No other religions were sampled, due to difficulty in finding respondents. A suggestion for future research would be to try and include other religions, although Muslims are still a minority - Kenchics marketing messages such as Halal are targeted at this group, so it would useful to involve Muslims in future research to test out these messages.

4.2.3 Income Level (Kenya Shillings per month)
Being quite a sensitive area to ask people, the wide boundaries in this question made it a little easier for respondents to answer. It is important to note that no respondents had any problems or seemed to be uncomfortable with answering this question. The respondents were equally distributed within all the income categories.
4.3 Purchasing Habits

4.3.1 Most Widely Available Meat & Why

Beef was unanimously seen as the most available type of meat, but it was interesting to note in each different response, what determined this answer. This question was designed to be ambiguous as it could be interpreted in two ways, and this interpretation proved to be interesting. Two factors were identified by respondents to decide that the meat was more available:

1) Price, as in the cheaper the meat, the easier it is for the respondent to purchase.

2) The other interpretation was the availability in Restaurants.

‘Beef is everywhere a club a pub, it’s on the main menu, it’s there, places usually put beef there on the menu instead of chicken because it’s cheaper’

This provides insights into what the consumer believes to be the most popular meat. In future interviews, it will be interesting to see if anything changes in these findings. The culture of beef as the main meat is still very much represented here and shows the opportunities that exist for companies like Kenchic to try and improve the accessibility and affordability of chicken.

4.3.2 Usual Shop for Meat?

This was a question to find out where consumers would typically purchase their meat from, providing insights into consumers attitudes to meat purchasing, and provides Kenchic with information about where customers’ are shopping for meats. The results showed that beef was normally bought in butchers, while chicken typically was bought in supermarkets. Consumers liked the variety available at supermarkets and the fact that chicken could be bought already chopped into pieces, a much more convenient method of purchasing chicken, while chicken from the meat market may only be available whole.
4.3.3 How often do you eat meat?

This question was asked to find out how often meat was consumed. It considers the realistic opportunities available for Kenchic to sell more chicken to consumers. As consumers’ disposable incomes increase it is likely that this will result in more meat eating occasions during a week. Future research by Kenchic should consider asking this question again to find out if any changes are taking place in consumer spending power. Although chicken is more expensive than beef, it is hoped that Kenchic can try and move consumers away from red meat to white meats like chicken, so firstly understanding total meat consumption is useful. Some answers here were linked to receiving their salary, representing the hand-to-mouth existence that many Kenyans face, this demonstrates the importance of price and affordability, the challenge that chicken is always going to face when up against a more affordable option such as beef.

4.3.4 What influences your purchasing Decision / Your Decision to Buy

3 Categories were found to be the main determinants of purchasing.

- A Treat for the Family/Guests
- Change/Variety
- Available Money

This is interesting to know for a number of reasons, firstly marketing messages which appeal to these areas could subsequently be created, for example campaigns to show the variation of meals that is possible from all the different cuts of chicken. One consumer mentioned an eating timetable; Kenchic could even go so far at suggesting weekly meal timetables, alongside recipes. Advertising messages could urge consumers to dine with guests, or campaigns could show families enjoying pleasant times over a chicken dinner. The fact that available money was a key factor suggests that times during the year/week/month when money is likely to be tight could be a good time for promotions. Where some companies are seen to raise prices when times are good for consumers, like when salaries usually come in, Kenchic could appeal to consumers and gain loyalty by putting on promotions and offers when money is tight.

‘It’s a Treat for the family, Chicken is a Special Meal & Visitors appreciate it’
4.3.5 Decision maker? Do you ask your Family?
This line of questioning sought to find out how decision making was done within the household, bearing in mind that half the sample lived alone; those others who responded here seemed to be very influenced by the rest of the families’ demands. This shows that children are influential and shouldn’t be dismissed in potential marketing activities, it shows the culture of Kenyan households to be very caring and that family ties are strong. Kenyan children seemed to perceive chicken as a treat and a special meal. If Kenchic can look at increasing its appeal to children, it not only pushes up current sales, but develops the chicken eating culture further, creating lifelong future customers in the process. This question would be worth including and developing in future interviews, to see further the role the family play in determining the meal choice.

‘Definitely, When Children come home for holidays I treat them. They are Proud to eat chicken and remember days they had chicken. On Friday I make sure to buy even a little chicken and make stew’

4.4 Chicken Questions

4.4.1 Do you think Broiler Chicken is not tough enough?
This question brought lots of detailed responses, throughout the sample the answers were consistent and consumers found broiler meat to be tender, quick to cook, soft, and having a good availability of cooking methods. These are all strong benefits of broiler meat and it is very positive for Kenchic to hear that these were common responses. It is useful to know what consumers like about broiler as this can be used in advertising to remind consumers and develop these areas further. Interestingly, all these factors seem to differentiate it from its alternative the traditional Kenyan ‘kenyeji’ chicken.

Example adverts could appeal to the consumer who is rushing after a long hard day and simply wants a quick meal on the spot. The wide range of cooking methods could show a chicken breast in the fridge, and the consumer needs to think quickly about how to use it. The variety of options available when cooking chicken is certainly a strong selling point.

‘It’s not tough. I don’t like tough because it takes up my time. The more you cook broilers you lose the taste’
4.4.2 Traditional Chicken Attitudes

Interestingly, even though Broiler chicken was so widely praised in the interviews, Kenyeji chicken was almost certainly the desired chicken from the respondents. Consumers had generally much better things to say about traditional chicken, culturally this was seen as the better choice. Was due to their Kenyan culture and identity? It’s not clear but consumers had strong connections to this chicken. They also found it to be healthier in terms of less fat and more nutritious. Although tough was a word commonly used to describe it, it simply depends on preferences and what people are used to, in this culture the toughness was usually seen as a good thing, resulting in a better taste. The few negative comments were linked to the time it takes to prepare and to cook. This gives good insights into Kenyans, it suggests how strong Kenyan culture is and that it still exists. It will be interesting to see over time or even though interviewing children, if possible if these values are being passed down to the next generation.

4.4.3 Kenchic Chicken

This question was used to gain specific insights into Kenchic, what beliefs and attitudes that consumers have about the brand. It also shows the importance of word of mouth communications, known as a good company. The key phrases in these answers seem to suggest trust in Kenchic. The range of consumers went from having heard of the brand. A Kenchic loyals was defined in past research, as those who purchasing Kenchic in at least 3 out of the last 5 chicken purchasing occasions.

4.4.4 Other Chicken Manufacturers

This answer sought to find out consumers awareness of other chicken brands. It revealed that many consumers were confused about Halal, this is written on Kenchic packs and may have led to confusion, as many consumers thought it was a chicken brand. That suggests the details on Kenchic packaging are influential, leading to a key question:

- Could space on the pack be used more effectively?

On a positive note many consumers associated Kenchic as the sole chicken producer, the only rivals that were correctly named were QMP and Alpha, although a consumer gave an interesting insight into his purchasing history, how a bad experience with some QMP
sausages led him to be put off the whole brand. This demonstrates the power of bad products and how this is spread through word of mouth.

‘Don’t know red and yellow competitors QMP...is it? If the price is right I would buy them, the chicken is the same. I once bought some QMP sausages, cheaper than Kenchic, I thought such a bargain, deep fried them but man, and they were horrible, really bad, no wonder they were cheap. It put me off the whole brand’

4.4.5 Kenchic Packaging

Kenchic packaging was well known to consumers, asking this question tested consumers about their knowledge of Kenchic, and demonstrated the importance of packaging. Consumers particularly noted it for being different, its bright colours were essential to this. If Kenchic make any changes to their packaging in the future, this question would be especially interesting to note if consumers perceived any changes and it could be a valuable tool to track their perceptions. If competitors choose to copy Kenchic packaging designs or use bright colour schemes then this may have an impact, subsequently future research could measure how this has affected Kenchics’ strong brand/pack/colour recognition.

‘It needs to be tightly packaged, nothing exposing the chicken to the external environment, it needs to be tightly sealed, and also definitely it’s frozen, basically that there are others that are not really well packed, that you see even the quality of the packaging is kinda low. In a weird way most of the time I’d go for something that was brightly coloured, so I end up picking one, these are ones I always remember, the ones that are bright. The last pack a bought was Kenchic which was Blue-ish and Red-ish’

4.4.6 Chicken Parts Purchased most often

This question looked into the most popular chicken parts purchased, and sought to develop an understanding of the reasons for this purchase. The price was a factor for a variety of consumers, although they enjoyed other parts of chicken, many consumers had to make a sacrifice to be able to enjoy chicken so were content with just buying the cheaper cuts. Other than that it was the Thigh or Leg areas for Juicy and Meaty properties. This question
showed the strong cultural links to traditional meal choices, one consumer defined how ‘Africans value stew’, and that mixed cut-up chicken was suitable for making a stew.

‘Whole, when u go to Nakumatt (supermarket) there is a pack that is with two chickens, I normally buy that one. As I have a family, I prefer the whole chicken. I’ve bought gizzards - I buy them often because my husband likes them’

4.4.7 Cooking Methods
Stew was seen as a meal which would make the meat go further, thus a more affordable option when cooking with chicken. The answers suggested some consumers were uneasy about all the cooking methods available, or simply didn’t have the means, like an oven for roasting a chicken. It was interesting to see how some consumers strongly linked their favourite chicken meal to their mothers ‘special’ style, showing the importance of strong family links in this culture. It is suggested more could be done to help consumers learn about the variety of ways which chicken can be cooked, possibly providing healthier, affordable alternatives as a part of a varied diet.

4.4.8 What meat is good value for Money?
‘Broiler is good value, as you can get chicken leg for less than 100 shillings. Can buy small pieces. A Kenchic leg is 100 shillings, its expensive, but white meat is good for my health’

‘Chicken because you can buy just the amounts and pieces you want’

Consumers considered broiler chicken to be good value for money, when considering value for money they respondents would take into account the health aspects of white meat as an added value. Interestingly, although beef was unanimously seen as cheaper, it didn’t receive the same response in terms of value for money. This suggests that consumers appreciate the chicken has a higher value product than beef. Broiler was correctly identified to be a cheaper meat than traditional chicken, consumers also mentioned the consistency of Kenchics pricing, while the traditional chicken price could vary depending on the time of year. Kenchic could use this as a feature of their chicken, promoting consistent year round pricing.
4.4.9 Price is most important factor for me

Yes. 'I Have to check it....’Oh how much is that’ ‘Oh that is too expensive’ ‘Will you make it a little less? Then they say yes or no...If that person says ‘ok give me a little less, I’ll enjoy buying from that place because I know next time if I go back that person will not keep the price high...that’s so important....that’s so important.’

These answers give insights into why butchers are such an important part of Kenyan meat purchasing. A culture of bartering emerged though the discussion, this suggested the importance of developing a relationship with the butcher, something most unlikely at the fixed priced supermarkets.

Quality was a very prominent factor, this is good for Kenchic as they were seen as being good quality and the renowned Kenchic brand was seen to reinforce this quality.

4.4.10 More Expensive Chicken or Beef?

‘One kg Beef cost between 250-300, Chicken is less sometimes. Broiler is a little bit higher’

‘If I buy beef for 150 or Chicken leg for 100, more quantity with Beef. Make stew with Indigenous Veg’

Culturally, this was an interesting area of questioning. Consumers had great knowledge of the price of meat, without being prompted consumers often referred to the price, giving the typical prices they pay to justify their attitudes. This further suggests the high importance they place on price, and demonstrates the potentially damaging effect that a price rise could have. It was accepted among the sample that chicken was more expensive, but at least it was found to be more accessible, as parts could be individually purchased, this gives ideas for advertising based on this fact.
4.5 Questions about Bird Flu

Bird flu dramatically reduced Kenchic sales, it was decided that asking consumers about it could be a good way to try and understand what it means to them, how it affected them and their consumption in the past and how concepts could be developed.

4.5.1 What does bird flu mean to you?

Knowledge of Bird Flu was good among the sample, generally it was suggested to be quite serious, and consumers mentioned that the media was the main influential source of the news. One respondent spoke about how he and his friends would make light of the situation:

‘We used to joke about it, I’m going to Kenchic man, I’m going to have some bird flu!’

Typically it had quite a serious note which led to most respondents stopping their chicken purchasing and consumption. Although most respondents also made it clear that it didn’t happen, but a couple of respondents reported to have been directly affected by the situation.

4.5.2 Would this affect your chicken consumption?

‘It did affect my consumption of chicken, people said it could be spread by eating chicken, so I stopped eating chicken, that was how people perceived it’

This looks specifically at consumption, and the likely affects if bird flu was circulated in the media once again, it seemed that information is important to Kenyans, they treat what the media say with respect, while also attaching importance to the official messages which the government sent out. These factors must be considered to develop a plan, to prepare messages to put used in the media to make consumers feel safe and prevent false rumours spreading. It would seem worthwhile to then test the Bird Flu related messages in a repeated interview, this would help Kenchic to find out the likely effects of these messages and how it would alter consumption during another food scare. The interview data combined with previous research seen in the literature review allowed the researcher to develop a list of suggestions for dealing with bird flu type food scares, this can be seen in recommendations section.
4.5.3 Influential Sources when Purchasing

The Kenya Board of Standards is mentioned as an influential source when determining quality. It showed that Kenyan consumers value external marks of quality. Kenchic must seek to address both groups. The Kenya Meat commission was mentioned, the state corporation established procure, process and sell meat and meat products for both local and export market. Many consumers said they trusted the KMC, it is likely this is a reason why many consumers were happy to buy beef in the butcher and it would be interesting to further question how KMC developed this trust over the years.

4.6 Halal Questions

‘A name...don’t know...think it is a brand name...don’t know. I have seen it, don’t know what it means’

As shown previously when some consumers thought this was a rival chicken brand, it is a great source of confusion. As the christian samples used in this interview have no real connection to halal, it seemed to be an interesting idea if they could be questioned to find out what halal means to them. Most consumers could link the concept to Islam, but there were some alarming opinions:

‘Five shillings of what is paid to Kenchic, so if chicken is 145, 5 shillings is given to the Muslim community. As a Christian, I have a problem with that. In fact I was only told this the other day. I was in a conference and it was someone talked to us, not to buy Halal food because as a Christian this lowers you perception’

That money would be donated to the Islamic religion with each purchase, this was a response from a young male university graduate. It was felt that such confusion like this is damaging to Kenchic and a better explanation of halal should be given to avoid such problems.
4.7 Farm to Fork

Farm to Fork is a concept that is important to Kenchic, it was created in the difficult post-bird flu environment as a way to assure consumers about the care taken in Kenchics supply chain. The researcher was asked to look into this area, as the concept was said to be struggling to gain popularity and acceptance, the qualitative analysis previously conducted proved this to be right with very low awareness results for the farm to fork concept. It was hoped that this qualitative analysis would be able to help. The responses here also suggest why some form of development in this concept is needed, despite being used in Kenchic literature, recipe cards and in Kenchic Inns it was hardly recognised by any respondents, see appendix 14.0 for some amusing answers, including:

Farm to Fork? You grow it, I eat it!!

This line of questioning was developed further by showing the concept in its current form and then asking more about it.

4.7.1 Farm to Fork Logo

The researcher developed some ideas for the creation of a logo and used these as visual aids to find out how consumers would feel about such a concept.

‘Yes, I think this picture you could add a tick...a symbol of quality. (On packs) Yes, that is important. It is getting lost; the only striking thing is the Halal. -- May need farm to fork...more visual...you could just have a chicken, sitting on this building, then a fork...or a chicken on a fork...or a nest’
4.8 Health Questions

The key benefit of chicken over most other meats is that as a white meat it has healthy properties. These could be used as leverage to compete against beef and other red meats. Alongside the suggestions made in the literature review it was decided to introduce a range of questioning, to find out consumers’ beliefs in relation to healthy meats and produce some visual stimuli accordingly. Interestingly, of the 12 responses collected here, 2 consumers felt that beef was the healthiest meat, this suggests that there is an opportunity to try and make more consumers aware of the proven benefits of eating chicken.

4.8.1 Careful about eating

What was considered to be careful eating ranged from eating smaller quantities, to greater variety in meals and avoiding foods which can cause disease. These all fit well with attributes of chicken. An issue was highlighted which reflects the mass urbanisation in Kenya, those moving to cities from rural areas found that basic food ingredients can differ in quality. The visual stimuli were developed into healthy eating content and respondents were asked to read through it and provide their comments. (See Appendix for these Files)

4.8.2 Magazine Content

*You are right, people should be told about the benefits of white meat. Because most people think that if you just want to enjoy yourself you go and have red meat. And According to nowadays living, you should live healthy and watch what you eat. It’s so important’*

‘Yes, this is good; people would be interested and would eat more chicken’

‘Hygiene is a problem. In Kenya, Hand washing is important. And Kenyans eat with Hands; need to make sure they are clean’

The general feedback here was positive, although a reference was made suggesting ‘Let the reader decide, do not prompt him’, so these messages need to be altered to be shown to be more factual than prompting behavioural change. In general it seems that some form of development of magazine content would be worthwhile.

Some key healthy eating findings can be seen in the recommendations chapter.
4.9 Social Questions

4.9.1 Feel connected with Family

‘It will...If I want to make my family happier than ever before. Ha-ha... I’ll have to make them something special...that’s chicken....Chicken curry, I know they love that’

This question was included to find out a little bit more about the cultural issues with Kenyan eating. Chicken was found to be a special meal for Kenyans, especially when considering the family. Chicken was associated with words like Love, Welcoming, Happy, and Excitement. Very positive words and from this it is suggested that Kenchic should look to include these types of family/friends socialising moments in its advertising, looking to become the family choice and advertising messages or visuals could attempt to re-create such feelings. Consumers agreed that meals times are important for family to sit down together and re-connect. This helps us to understand that traditional routines and manners still exist within Kenyan society, subsequent marketing messages should appeal to these kinds of traditions. Responsibilities were linked to providing healthy food, providing enjoyable or special meals and making food that suits the whole family.

4.9.2 Indulgent Foods a reward for accomplishing something

This sought to find out what consumers considered to be indulgent food, results showed that accomplishing something did deserve to be rewarded, and often a reward would be a traditional Kenyan meal, which suggests that this may have reminded them of their childhood, when they may have received the same treatment for a good performance.

4.9.3 Preserving food traditions and culture

This was asked to find out if the food traditions and culture were important to consumers, it is import to note here the use of the world ‘preserving’ often led to confusion and it is suggested if this question was used in the future that an alternative wording would be used. This question provided some useful answers, one could question the necessity of it as throughout the question there are many instances where we indirectly gather insights into consumers’ traditional and cultural values.

I’d definitely maintain my culture, how we do our foods, because it’s kind of different from how other people do their foods, for example we have a specific way of how we prepare our chicken, or how we prepare our beef and Chicken’
4.10 Chicken Production Questions

4.10.1 Is Chicken Injected?

‘They give them medicines. The food they feed on has growth hormones. Yes, it’s injected, I ask for indigenous one. The food they feed on is added chemicals I think, different from the food of the indigenous chicken’

Speaking to many people prior to deciding the themes of the interview, a common thought was that chicken were modified or given things to make them grow faster. To better understand some of these false beliefs it was decided to include a range of questions which looked at the potentially damaging side of broiler production and decided to question them on it. It seems important to mention that this question would be asked towards the end of the interviews, as it gave respondents time to build a rapport with the interviewer, meaning an environment had been created in which they could feel free to hopefully speak their mind. It was felt on reflection that this attitude during the interviews was influential in securing rich, honest and full answers throughout the interview process.

These were others topics in this line of questioning:

Why do you think it grows quickly? How long do you think it takes for Broiler to grow to Full Size? Is this too fast? Are Kenchic brought up in good conditions?

These questions provided interesting insights into consumer beliefs about chicken production and feelings were mixed about injections. The most common length of time that consumers thought it took broiler chicken to grow was around 3 months, on being told it was shorter many consumers were surprised. When asked why they grow fast most felt they were given a ‘special feed’ which could be harmful to humans. Based on this, if possible, it is suggested that Kenchic could provide details about their chicken feed, in a comical and amusing way. The response was quite positive about Kenchics chicken conditions, most consumers were able to reason that if the chicken tastes good and grows quickly then it was expected to live in good conditions. Some messages which re-enforce these statements were designed and will be discussed shortly.
4.11 Chicken Cartoons
4.11.1 The Chicken Journey

Here are some comments about this visual aid:

- When it has colour its more presentable.
- A good idea into Drama form to teach people. People would understand it.
- You should start with the eggs, chicks, cockerel, raw chicken then cooked chicken.
- You really need to get someone who’s really creative, have you seen the cartoon ads in Kenya, Terrible! Take for example the ones used by Safaricom, it’s like two green things talking, terrible! And they copied it from South Africa. So you need to get something original, already people hate that!!
- Good but they should have a picture of a fork, underlined with a fork. And a farm, chickens, a green farm, underlined with a fork to drive the message home.
- Yes maybe put some chicken meat here, some greens, not chips. Explains the life cycle of chicken, how it started, how we come to get a chicken.
- I’d actually go for this, because when I asked I’m only seeing chicken its being eaten, but I’m getting the feel of being raised from chicks to when they are big, and how it’s getting to supermarket and its cooked.
4.11.2 Grandparent Cartoon

They are imagining about their Grandparents, I understand.
Grandfather, Chicks. I like it
Think of something that is more appealing to Kenyans, but if you are going along to concept of Kuku Mfalme, it will tie in, yeah.
Ha-ha, is this the queen? Ah God Save the Queen, she’s going to be slaughtered though, and the first King of Kuku, this would be good as an advert!! This is nice, very creative.
Yes it is good. It is something I have never thought about
I get the idea, I just came up with a joke, my mum can beat your mum, and it’s probably a broiler telling an indigenous chicken, and this chicken is saying, I don’t know what my mum looks like!
Its taking me a while to process, once I saw this chicken saluting, what I just saw were chicken faces... it’s not really working.
This is the queen, so nice. That’s exactly Mfalme, which is King in Swahili
It works, may need explanation
Cartoon concept?? Yes, that would be good, what may be even better, is to put it, like the wash your hands cartoon...the soap advert...a character who is a chicken, grading is good...or like Ribena blackberries which explode.
I think that is quite good...kuku...yes that works for me.
4.11.3 Comparison with Other Chicken

This elicits negative reactions – but gives fantastic insights into the consumers

- It is an issue; it is an issue to me, because I cannot just buy chicken anywhere, because I don’t know where that chicken has come from. You never know, maybe it has been eating a lot of dirt, compost, and all the doo-doos and you know the bacteria’ but that is not the best way. That is too harsh. You have to do it in a humble way
- Compares Kenchic with other chicken, this one they don’t have a background, compared to Kenchic, it is best.
- Indigenous chickens eat whatever they find, so when they get sick, they get bird flu, if the bird is sick and you eat it, you will get sick.
- This is too much but this is OK, it is a bit deep but very good. Not too deep, depends how you put it out...subject to who you are marketing it to...the middle class with understand...If you want to market to everybody, cartoon everybody will understand...if put some in Kiswahili...but they will still understand it.
- It’s looking for its dadday, that will offend a lot of people, but its good
- Laughs...I said indigenous chicken is sweeter...It is mad, but this is what happens
- I feel I’m having a dead chicken is too dramatic, probably a chicken in hospital bed, seriously sick but the idea of death, because your target it everybody, probably kids don’t even understand what death is. I feel this is too emotional, because someone might have lost their dad. And become emotional...
- I agree with that cartoon, they do eating anything! But it may scare my children
- It is good... Kenyeji eat anything, dirty, comparing, they know where the parent came from it is good
4.11.4 Vaccination Slide

Because we know all about our Chickens and their family, we choose only the healthiest, happiest, biggest and strongest....which helps us provide you with a big, tasty and healthy chicken!

Proper vaccination of all the breeder flock is strictly observed with blood testing done both locally and internationally.

The maternal antibodies are passed on to the day old chicks, which raises the level of disease resistance.

We are “kuku” about chicken!

- That’s the best way to protect other people, protect the whole generation. I really understand. From Mama the antibodies are passed on, it’s a nice picture. You are sure you are safe.
- It’s good, vaccination and also backgrounds it known. It works.
- Not complicated but some people will not like vaccinations, injections, need to be in language people can understand. Simplify.
- Are you going to mention these chickens are injected and genetically modified, because that would just create the perception of GM and not natural.
- Yeah because it’s more cute, its needs to look more Kenyeji like. If it’s for my good health, then that’s ok to vaccinate them.
- I just thought, in this slide, let’s assume this guy is working out...in come the sicknesses...he has had his shots...he knocks them Knocks Out this macho man...good guy who would take care of all the criminals...a macho character Kuku Mfalme...his duty is to make sure the Kenyan market gets good stock...Kuku Mfalme.
- This is too scientific for most guys – maternal antibodies!! For like a business to business its fine because I’ll be interested, but for a consumer, we are more into visuals, just looking and let our imaginations spark. – Id put a chicken doctor being injected by another chicken. And a chicken doctor injecting its fellow chicken, and it resulting of its being stronger.
- Those antibodies, is it what makes them grow, oh it helps them fight disease. Are those antibodies harmful to humans?
- If I thought about vaccinations and chickens it would put me off.
4.11.5 On the Farm

All the Kenchic Farms are 100% bio-secure and quarantined. Your safety is most important to us

We know that for a quality chick, we must be willing to go the extra mile.

That’s why we start with the grandparent stock - to ensure the chick is of the highest quality, and used to the regions environment and climate.

Now Let us take you inside our chicken barn.

KENCHIC

We are “kuku” about chicken!

- Climate is important, like now you say were Kenchic is. I must believe it’s away from the Hazards in Town. Town environment is not fresh
- Diagram is good, all the different chickens are kept separately - Grandparent, Parent, and Chicks split
- In general I feel better about broiler chickens after seeing the film, it is clean.
- I want to see inside now...
- Id take cartoons also because a lot of people are afraid of live chickens
- Yes, you can see that they are being cared for
- Yes that is good...positive aspects not negative (means highlight the positive things of Kenchic, not talk about the negative things of other people)
4.11.6 Inside Chicken Barn

Looking inside the chicken barn, you can see the conditions our our chickens. They eat and drink well, have space and are tenderly looked after

Because just like us, a happy and healthy chicken will grow quicker, get bigger and provide you with.........

We are “kuku” about chicken!

- Wow, I think that is the best way. In some other places keeping chicken the place is direct, smelly and they are sold to make money. But if chicken can be kept the way you have shown me, I think that is the best way
- Inside is good, but this is a Mzungu (White) farmer...show black people not white
- I think it is a nice chicken, healthy, compared to indigenous ones, because of what they feed on. The feeding is different. I think the freedom; my problem is the vaccination and the antibodies. I want to know if it has any effect to us and to our bodies. Most people don’t eat chicken because of these vaccinations.
- It’s nice but the chicken it not shown here, a cartoon is better than a photo
- Maybe have a sequel that keeps going on...to be continued next month.
Summary of Cartoons - Where would you like to see this?

- On Packaging, Adverts, along the roads, On TV, should be doing it on radio, and should go to local, vernacular languages. They have to make it fun
- Show ugali on a plate or Chapati. Roast would look better.
- Maybe for website purposes it would work, and documentary but maybe if hanged in restaurant I don’t think people would have all the time to read it. one thing, creating awareness you want the opportunity to get someone’s attention, when it comes to text, not many people actually come to something and read it, unless you are really bored or waiting for something.
- TV, Shops, Kenhic Shops
- Maybe a poster or commercial? A TV commercial, phrase and catchy. The cartoon thing, so catchy, very good, developing the idea
- Something you can run along with, develop for prime time TV ads...7 o clock meals is not for Kenyans... people home by 9 ...even if out in pubs very interesting...it stops..
4.12 Kenchic Magazine Sample Design

When considering methods of getting to consumers, passing healthy eating messages and presenting the farm to fork cartoon, I thought that a Kenchic KUKU! Magazine idea could be explored. So prior to the interviews I developed sample content to test with the sample group. Here is a potential cover idea.
5.0 Conclusion and Recommendations

Due to the vast amount of topics in the literature review and the word limit for this project, it is not possible to evaluate all these areas individually. Instead the most relevant and notable findings will be discussed in this final section of the dissertation. For clarification on any area of the dissertation, please make contact with the researcher. His contact details are available in full at the end of this dissertation.

5.1 Use of Interview Guide

The interview guide served as a reminder of the subject areas to follow, this was useful as it meant that where possible, the interviewer could try and follow a pattern for the questioning order, and made sure that necessary lines of questioning were followed. The points here acted as a prompt, but often the exact wording of questions on the guide weren’t followed. As the interviewer became more experienced throughout the interview progress his techniques and abilities to conduct more smooth flowing interviews improved.

5.2 Use of Visual Aids

Using visual aids such as the cartoon slides provided much greater interest and resulted in more specific information given in the interview, it helped keeping the interview on the topics in which the interviewer was interested in eliciting information from. This method seemed to connect well with the sample, they enjoyed the visual element and it kept them interested in the interviews.

5.3 Method of Recording Interviews

A video camera was used to record the interview and every word spoken was fully transcribed. Then this was coded into themes that emerged, and finally it was all brought together. Although this proved to be a time consuming method, it resulted in valuable insights and allowed full replication of some interesting stories told in full by the respondents, available in the Analysis Appendix. It is suggested this method should be repeated for future in-depth interviews. See Appendix 12.0 & 13.0 for samples of 2 interview transcripts. Because the cost of labour in Kenya is low, it could be an affordable option to outsource the interview transcription process.
5.4 Useful Insights?

It was found that this process was an extremely useful way of learning more about Kenyan consumers’ attitudes towards eating, it successfully provided useful insights to Kenchic that will help them, and this process has been well detailed to adapt for future use research.

5.5 The use of incentives

Although this was key to attract respondents, it seemed that some people may have felt scared to say anything bad about Chicken in fear that they wouldn’t receive the chicken. Variations on the gift idea could be considered, including supermarket discount vouchers.

5.6 Racial Differences

Although this study tried to account for racial differences and content was designed with Africans in mind, it was apparent that some unexpected issues emerged which can only be explained due to racial differences. For example during an interview it was suggested by the interviewer that chicken was good for preventing alzheimer’s, although one respondent thought this was unnecessary, for alzheimers was a ‘a white man’s disease’. While an issue the researcher had not considered, Gout, seemed to be the main concern regarding health and this example demonstrates the importance of open ended questioning to allow the development of new ideas and information. This stresses the importance for companies to conduct international marketing research when wanting to find out about new markets, than simply relying on other data and taking a ‘one-size-fits-all’ approach.

5.7 Differences in Marketing Conditions

Some observations were made from an outsiders’ view of the differences when conducting market research in Kenya; Kenya faced specific problems that were only fully understood by facing them first hand.

5.7.1 Awful traffic

This could delay respondents and make them late for interviews (this meant I had to give lots of time, for be prepared for every eventuality), this subsequently meant could only plan at most 2 interviews per day (one respondent planned for 4pm didn’t arrive till 8pm).
5.7.2 Power Black outs
As the interview recording lengths were over 1 hour, this meant the researcher couldn’t rely on battery power for the video camera. A few times the power cut out, typical lengths of black-outs were around 2 or 3 hours. Although there was a generator, this would need to be manually turned on and this caused delays, it is certainly a consideration necessary when developing interview schedules and timings.

5.7.3 Discussion about the Interview Setting
Clinical field research involves issues of access, trust, schedules, confidentiality, and feedback of transcribe interviews. This form of research may not suit everyone, there should be a fit between the method and a researcher’s personality. The implementation phase may be fraught with ambiguity, anxiety and frustration, however this researcher remained flexible in implementing the interview agenda, let things flow to keep the conversation feeling natural to make the respondents forget about the recordings. The researcher established a rapport with respondents so that they would be able to settle down, open up and get straight into the interview. This rapport was developed throughout by demonstrating genuine interest in the views of the group members. My time in Kenya meant I was familiar with the language and its idiomatic use. Becoming familiar with specific cultural issues meant I was able to relate to them and they respected me for the fact that I was attempting to learn about their culture. Due to language issues the researcher tried to avoid the use of technical jargon and sophisticated terminology that would turn off the participants.

5.7.4 Conducting research in the home
The researcher decided to conduct the interviews in his home; it was felt that the interviewer and interviewee would be most at ease and able to answer more freely. From a safety aspect it didn’t seem safe for the researcher to travel to others homes, but as the researcher lived in a central location with security, this seemed to be a suitable method. Because the respondent was able to relax, it allowed the researcher to consider natural body language and other nonverbal cues, which added to the quality of the information collected. This method was also suitable for the logistics of setting up the video camera and
not having to transport it around a dangerous city. Future research could consider conducting interviews in the head office as an alternative.

5.8 Limitations
A major source of bias in interviews is communication. A lot of vital information is lost in translation; luckily English is a main language of Kenya, although some difficulties were encountered. The interviewer was flexible to rephrase questions on more comfortable grounds when they weren’t understood, although sometimes respondents were quite reluctant to admit they didn’t understand the question. The issues of bias described earlier were all considered to try and avoid them affecting the results.

Due to the timescale available for this project, the researcher finished collecting respondents when he reached his target of 12, due to the time consuming transcribing process and writing up stage. In an ideal world it would have been better to increase the sample to involve other religions present in Kenya and to sample consumers from the other cities, however, this was expected before commencing research and it has been fully written up to allow the company to carry on this research based on those suggestions. More time would have allowed a more detailed analysis of the data collected, while additional methods could be used to analyse the data, including consideration of word repetition and language used and a deeper analysis of the consumers by income segment. However, it is hoped that Kenchic will carry out similar research in the future, and these methods could certainly be developed if the company required them.

5.9 Referring back to the Research Objectives

- Are interviews an acceptable method for understanding Kenyan attitudes and beliefs relating to food?

Yes, it would appear that some interesting insights were generated through the interview process and the method of data presentation also allows a simple understanding of the findings and it is hoped that this full description of the process and its justification can be developed for future research studies at Kenchic. By no means was this study totally comprehensive but it seems to have provided some insights into Kenyan attitudes and
beliefs, it shouldn’t be seen as a onetime study, instead just the first stage of a continuous process in the long term market intelligence building strategy for Kenchic.

- **What specific parts of the interview process were most effective in gathering insights and developing thick descriptions?**

The flexibility of the unstructured interview helped to bring out useful and value-laden aspects of respondents' responses, allowing the interviewer to determine the personal significance of their attitudes. Not only does it permit the development of gathering a full and detailed expression; also also contributed to elicit the personal and social context of beliefs and feelings. This type of interview developed spontaneous rather than forced responses, that were highly specific and concrete rather than diffuse and general, the findings were self-revealing and personal rather than simply superficial.

- **Has this research been useful for developing the current Farm to Fork concept for Kenchic?**

Yes, after spending time in the company environment, analysing secondary research and getting a closer understanding of Kenyan consumers, this allowed me to develop Fork to Fork cartoons which were then subsequently tested in the interviews. It proved to be a great method of projective technique, they provided lots of useful information to help develop the farm to fork concept further and it is hoped that Kenchic will be able to vastly improve its Farm to Fork message based on the ideas developed in this project.

- **Was this study reliable and is it repeatable?**

Yes, reliability and replication is concerned with the question of whether the results of a study are repeatable. This is important because this method proved to be useful and generate interesting information for the company, so therefore consistent measures for future replication are certainly beneficial. The company by all means is recommended to add, remove or adjust questions, however if the researcher can identify interesting areas worth keeping for next time this would also improve potential comparability with future studies. The research procedures have been described in great detail throughout to help recreate such a study.
Can an external consultant effectively conduct international research for a national company within the Kenyan environment? What are the benefits and pitfalls of this approach?

Yes, however it must be noted that the researcher spent a total of 2 months in the Kenyan environment, the first month was spent adapting to the surroundings before primary data collection formally started. If a company has the resources available to afford such an approach it could be beneficial to bring in an external consultant to enter the company with a fresh mind and unbiased opinions, as internally its likely that bias will exist surreptitiously.

Can this research project serve as a useful guide for conducting international market research in Africa?

Yes, because many of the methods used in this research could be adapted for use in other African countries. Because of its exploratory nature it wouldn't take much to make this interview suitable for use with other countries. Kenchic have been provided with the literature review to demonstrate how Kenya specific articles were used, and this could be replaced with thorough secondary research data available on the internet within other African countries.

Was this study necessary?

Yes, although the secondary data helped the researcher to gain a better understanding, it was only in conducting primary research that the importance and necessity of such qualitative research was revealed. There was some major gaps between what the consumers believed and what the company thought they believed. This research has helped to lessen this gap and provide a means to keep closing this gap in the future. The researcher also feels he has helped to break a major barrier by demonstrating that a relatively inexperienced young researcher from Europe can safely, inexpensively and effectively conduct meaningful international market research in sub-Saharan Africa. Based on the success of this research it is hoped that this can encourage more academic and practical international business research to be conducted within Africa. Not only because of the vast amounts of opportunities and possibilities within this continent, but for the experience is can provide the researcher, working in such a complicated, confusing and beautiful continent.
6.0 Managerial Implications

The interview method should be regularly repeated to help Kenchic understand its consumers better. Consumers must be listened to and as this study has shown, they have lots to talk about, and appreciate it when they are listened to. It either could be set up as an annual procedure to do some form of replication of this study, or they can take a more ad-hoc approach to the research, doing so when they feel the need arises, and in particular situations that would benefit from additional consumer insights.

Below is a summary of recommendations which are linked to the initial marketing brief provided to the researcher:

6.1 Recommendations for dealing with Bird Flu

- Provide simple facts about Bird Flu to help consumers understand it, try to prevent false rumours being spread about Bird Flu.
- Improve awareness that you can’t catch bird flu from properly cooked chicken.
- Provide information available freely from a variety of sources.
- Create campaigns with media houses, provide them with full info and not let them speculate or create panic.
- Work closely with KEBS and Government Bodies – KEBS (Kenya Bureau of Standards) and the Government were mentioned as trusted sources of information. If there well recognised logos were incorporated on Kenchics information it would help add credibility to the claims Kenchic make, especially in relation to bird flu.
- Create messages from Kenchic to show care for the consumer.

6.2 Halal Recommendations

- Keep remaining Halal logo, keep it simple.
- A simple definition of Halal is advised – develop a non-threatening, non-religious content that doesn’t alienate Christians, but informs them what it means.
- Try and identify alternative locations for this message.
- Future studies should include Muslims to find more about their attitudes to Kenchic.
6.3 Recommendations for the Farm to Fork Concept

- Consumers liked the concept and the idea but some vital suggestions can be made based on these interesting responses for the cartoons.
- Improve Logo – Use bright Kenchic colours, more modern and up-to-date feel.
- Improve Locations of Concept Visibility – possibly create a presence on packs
- Too Much Writing – More Visual, potentially in an animated format to go on alternative media than simply print.
- More explanation and simplification of terms.
- The cartoon proved to be an interesting point of discussion, the ideas were developed from current materials and my visits to the Kenchic farm. It is hoped that they can serve as a starting point for future development of the farm to fork concept, as the cartoon idea was well received it is recommended that they consider this option further. The comments given after each slide should prove useful to help make the necessary improvements.

6.4 Healthy Eating Suggestions

- Make consumers more aware to the health benefits of white meat, sample content is contained in the Appendix and this should be developed.
- Seek to Identify suitable mediums to get these messages across, such as magazine
- Consumers were quite prepared to search for healthy eating advice, although an issue was that they didn’t want to be scared or felt pressured into making choices, but instead guided. This feeling of power, especially from the male respondents should be considered when designing any future campaigns.
- Due to the higher price of chicken it could be promoted as an affordable meat when consumed in small amounts, recipes could be promoted which use cheaper ingredients that make the chicken go further, the ability to cook it in a variety of methods. Advertising messages based on these factors should look to be developed.
- One respondent made reference to education, it seems that providing more information to the masses about healthy eating would have major consequences and should certainly be considered.
6.5 Conclusion

Conducting this research project has been a really amazing experience, the company have expressed their delight in this research project that it has uncovered interesting information and has helped them on the way to meeting their strategic goals, such as developing the Farm to Fork concept, creating healthy eating messages and importantly putting in place a system for raising market intelligence.

Personally I am very happy and proud of this research project, coming from a more quantitative background I feel I have developed my qualitative skills, the experience of working in Kenya was a great opportunity that I will cherish forever.

Special thanks to Harrison – a good chef and great friend
7.0 References


8.0 Appendices

Appendix 1.0 Key Tasks for Marketing Consultancy Guru
Appendix 2.0 Complete SWOT Analysis from Kenchic Strategic Plan 2009-2012
Appendix 3.0 Kenchic Market IQ Guide
Appendix 4.0 Understanding Chicken Consumers in Kenya Analysis
Appendix 5.0 Adapted Sample Frame
Appendix 6.0 Interview Consent Form
Appendix 7.0 Cultures and Tribes of Kenya
Appendix 8.0 Mintel Analysis of Poultry and Game Meat Report
Appendix 9.0 Kenya Language
Appendix 10.0 Interview Guide
Appendix 11.0 Magazine Content Samples
Appendix 12.0 Interview Transcript 1: Respondent ID- GS
Appendix 13.0 Interview Transcript 2: Respondent ID- MJ
Appendix 14.0 Entire Theme Analysis
Appendix 1.0: Key Tasks for Marketing Consultancy Guru

Email sent 04/02/2010

From: Philip Carolan, Alan McKittrick  To: William Hanrahan

Suggested Marketing Plan for Guru

A) To assess the present Nairobi fast food market trends:
   1) The C&D markets where Kenchic Inns primarily operate.
   2) The A&B markets where some of our Inns operate and perceived comparisons with Steers, Chicken Inns, Galito’s and Wimpy.
   3) Kenchic Inn as a brand and its strength compared to the above names.

Kenchic Inn market development and positioning:

1) Present market position vis-a-vis similar fast food outlets in Nairobi.
2) Product selection and quality: Kenchic Inns verses similar fast foods
3) Price justification verses other fast foods.
4) Should Kenchic Inns sell solely chicken products?
5) Kenchic Inn’s Services delivery compared to Steers, Chicken Inns, Galito’s and Wimpy

Objective

To assess the Kenchic Inn’s real market position and Kenyans attraction to eat there:
   a) Price
   b) Brand strength
   c) Ambience
   d) Habit
   e) Satisfaction/loyalty – What is the other preference if not Kenchic Inn?

Market penetration:

 a) Mombasa: use of the Halal angle.
b) Upcountry: Kisumu, Eldoret: way forward.
c) Better use of the Farm to Fork concept.
Way forward:

Objective:

A) Should we continue to open Inns as of present strategy?
B) Convert as many fast foods to Kenchic Inns at our cost to gain increased volume throughput.
C) Ideas on an alternative strategy.
D) Chicken size, is this an issue?
E) Chicken sausage compared to the present beef sausage available from an alternative company. Should Kenchic produce its own beef sausage for the Inn’s?
F) Other products the consumers would appreciate at Kenchic Inns.
G) How to progress the white meat eating concept, health nutritional angle through the Inn’s and the company as a whole. (he can do some research on this before he comes, as there are many usages in the UK)
   a. How U.K. was able to change the consumer perception from a red meat market to white meat i.e. activities.
   b. Insights of MacDonald’s/KFC promotional activities to kids & adult consumers.

Secondary Assignment:

He should present an overall brand assessment of Kenchic Limited and its market strength and perception in each of its main markets.

He will be required to do a SWOT analysis on our sales team/distribution/marketing efforts and give us his thoughts on how we are projecting the company.
Appendix 2.0: Complete SWOT Analysis from Kenchic Strategic Plan 2009-2012

3.0 Environmental Scanning

In an effort to effectively understand and manage the internal and external environment in which Kenchic operates now and in the future, an environmental analysis was conducted using SWOT and STEP tools. This highlighted our inherent strengths, weaknesses, opportunities and threats (SWOT). Outputs of this analysis support the Vision, Mission and Objectives of Kenchic’s Strategic Plan.

3.2 Internal Analysis

3.2.1 Strengths

Kenchic can rely upon the following strengths:

1. Kenchic is a strong, recognizable brand
2. Supportive shareholders and board
3. Excellent quality chicks
4. Ability for high capacity
5. Market leaders of branded product
6. Full backward and forward integration
7. Strong partnership relationships with other stakeholders – UNGA, Intervet
8. Supportive International partners – Aviagen & Group companies
9. Group synergy with Interchick and Hybrid
10. Financially sound
11. Wide product range
12. Skilled and well trained human resource
13. Internationally recognized breeds.
14. Regional presence – East and Central Africa
15. Direct shipping and communication – port and air
16. National distribution
17. Excellent bio-security.

3.2.2 Weaknesses

Kenchic must address the following weaknesses:

1. Low economies of scale
2. Old equipment in hatcheries
3. Customer service
4. Staff recruitment and development
5. Distribution
6. Market intelligence
7. Product development.
3.3 External Analysis

The external environment can be viewed in terms of threats and opportunities emerging from the social, technological, economic, environmental, legal and political dynamics within its operating environment.

3.3.1 Opportunities

Kenchic can exploit the following opportunities in its effort to enhance business performance and translate this Plan into a reality:

1. Development of new products to achieve a target for national consumption of 0.6kg per head per annum
2. International markets – DRC, Southern Sudan etc.
3. Development of a strong poultry association
4. Change to a white meat eating culture and the commensurate benefit
5. Efficiency in production and lower cost of production – environmental controlled housing
6. Utilizing technology, data analysis and report generation - systems
7. Value added sales, lab services, drugs, equipment
8. Tax incentive on cap. ex.
9. Legislature on processing
10. By-products utilization – manure etc.
11. Synergy with other NAS companies – sharing Chloride Excide depots; shared distribution of chicken and pies etc.
12. Manufacture of feed and crop growing
13. Improved internal and external flow of information
14. Generic advertising of eggs and white meat
15. Health Ministry endorsement
16. Full Exploitation of the brand name
17. Develop market focus (adopting the MacDonald’s concept of targeting children).
3.3.2 Threats

The following pose threats to Kenchic in its endeavour to achieve its goals and objectives:

1. Diseases
2. Feed quality
3. Availability of raw materials
4. Infrastructure network
5. Importation
6. Political instability
7. Exchange rates
8. Energy costs
9. NEMA regulations
10. Poor genetics
11. Competition from other food proteins
12. Recession and the world economy
13. Negative public perception, especially generated by the media
14. Labour relations
15. Deteriorating water situation
16. Competition from large external players.

3.4 Response to the Challenges Posed by the Environmental Analysis

The SWOT analysis will allow Kenchic to develop strategies and action plans that build upon the company’s strengths, while addressing areas that present challenges to future growth and expansion.

The renewed company improvement mechanisms contained in this Plan will address the weaknesses and threats that have previously undermined our corporate efficiency and inhibited our growth. A number of strategies have been devised specifically to combat threats arising from global challenges beyond the company’s control.

Kenchic has made a commitment in this Plan to effectively manage its most valuable asset – its staff, by continuing to recruit, develop and re-train the best.
Appendix 3.0: Kenchic Market IQ Guide
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Introduction

This plan has been developed to supplement the Customer Service Strategy guide, designed for use primarily within the processed chicken sales department, although its purpose is to develop a learning culture throughout Kenchic.

It has been written closely alongside the strategic plan 2009-2012 to help identify the key areas which will help increase this document’s effectiveness to meet the strategic plan’s objectives.

The market sensing procedures have been developed to work with managers and planning teams to enrich and enhance their understanding of the most critical aspects of their markets, to use this as a basis for developing market strategies of which they may take ownership and drive through to effective implementation.

This document will be submitted for review at the strategic planning meeting on 21st June 2010.
CHAPTER ONE

1.0 Project Justification

1.1 SWOT Analysis

It was felt a key justification for developing a market sensing and learning strategy guide can be seen in the company SWOT analysis, found in the strategic plan 09-12 (Appendix). The weaknesses section of the SWOT analysis identified seven key issues; this document will attempt to improve the company’s position for the following three.

Primary
  • Market Intelligence

Secondary
  • Product Development
  • Customer Service

The opportunities which this guide will look to develop include
  • Development of new products to achieve national consumption target
  • Change to a white meat eating culture
  • Full exploitation of brand name
  • Develop market focus

While the threats this document will seek to minimise
  • Negative public perception
  • Competition from large external players
  • Competition from other food proteins
1.2 Link with Corporate Focus

This guide will be used to help Kenchic achieve its Mission, as set out in the strategic plan:

'To consistently produce and sell healthy, quality, white meat and associated products that exceed customer expectations and guarantee continued market growth'

The core values of service excellence states:

'We promise our customers to meet their needs and requirements for the highest quality product and service excellence'

As seen in the corporate focus, the company has set out in its recently devised strategic plan with core focus on customers, however the justification for this project is the fact that without sufficient market intelligence, identified as a weakness in the environmental scanning, competitors could take advantage of a better understanding of customers and the market and hence offer more value to customers and the threat of competition could result in lost sales for Kenchic.

1.3 Customer Service Strategy (currently in development)

In order to improve the relationship between the company and customers, Kenchic are adopting a customer focus though the development of a customer service strategy. The core pillars of this strategy include the following:

7) Awareness of Kenchic customer service strategy
8) Positive attitude to work
9) Telephone etiquette
10) Interpersonal relationships
11) Personal grooming
12) Time management
13) Product management
14) Service standards
15) Customer feedback

'If you don’t understand the consumer, how can you know which services need improving and what adds value in the customer’s eyes?’

Taking a customer focus is not just about better service and being more responsive, but about understanding the consumer and trying to anticipate and meet customer needs. The first step in gaining market intelligence within the company involves developing an ability to learn, that is what this guide hopes to achieve in the next chapter.
CHAPTER TWO

2.0 Developing Kenchic as a Learning Organisation

2.1 Customer Relationship Scale

To visually describe Kenchic’s current customer focus and market understanding, it could be interesting to use a scale to represent the different types of customer relationships.

As shown below, the scale starts with a lack of customer focus, treating customers as ‘clients’ or ‘accounts’, it is expected this method will be unlikely to create loyalty, commitment and satisfaction. When such businesses want to better understand customers, they are likely to use external market research agencies to conduct one-off surveys. Moving down the scale leads to a more customer-focused culture, where the company makes some effort to identify and target consumers as members of key market segments and key accounts. This gives the company information about who customers are and it will introduce a customer focus into sales and market operations.

The middle of the scale is an area where marketing methods seek to ‘take hostages’ where the company focuses its efforts on winning loyalty through customer satisfaction, while trying to take away customers’ freedom to move elsewhere, this strategy is relevant in Kenchic’s industry where volume is critical and switching costs are very low to move to alternative chicken suppliers. One further move down the scale suggests more customer focus as they are seen as loyal followers, where customers’ hearts and minds are won. This can be done through building strong personal relationships with customers, or developing strong emotive lifestyle and image-based advertising campaigns. The extreme of the scale is where customers are treated as partners and instead of just collecting information about them the company understands them and their changing needs.

Where do you currently see Kenchic’s position along the scale?

The next section identifies how gaining important insights into consumers’ lives through raising Kenchic’s market intelligence could subsequently result in better relationships.
2.2 Kenchics' Market IQ

'**Most companies have little or no idea why their customers behave as they do**'

In order for companies to raise their 'market IQ' they must focus on what people are doing to better understand their customers and markets. This shift in thinking goes from market research to market sensing, moving from data collection to the process of understanding customers and markets. Much of this shift from the traditional approaches to market sensing is about emphasising interpretation rather than just generating data.

Marketing information is about how we understand, think about, and deal with the environment. Superior market knowledge is the basis for more insightful market choices, better understanding of customer value and a realistic view of the relationships that underpin a strategy, most of the time we do not know how consumers assess value or arrive at their decisions. Building a superior understanding of the customer and the market is more complicated than just sending out a few surveys.

'**Kenchic need to become the firm who know more, learn more and exploit that market knowledge**'.

It can be argued that the only way companies can take risk out of business to by paying closer attention to how customers are changing and how markets are developing. A characteristic of successful companies is that they are more 'risk-shapers' than 'risk-takers' because of their superior market knowledge.

The next page is a test to find out if Kenchic needs to improve it Market IQ. Please take your time to think about the questions and answer honestly the issues which you feel most important.
2.3 Does Kenchics' Market IQ need improving?

Many companies show signs of a low market IQ; they don’t look closely enough at their customers and so miss opportunities, only looking at a slice of the market, or base conclusions solely on current transactions data, taking an approach which produces little value in identifying untapped customers and new markets, the goal is instead to think more broadly.

‘Companies are failing to respond to fast-changing markets because they are unable to understand and adjust to what their customers want’

2.4 Market IQ Test

1. Do you focus largely on current customers?

2. Do you normally use internal data that says nothing about non-customers or lost customers or potential new customers?

3. Do you base strategies on information that is shared by all rivals?

4. Does the company develop its own thorough and independent view of the market or does it rely on published reports?

5. Is there a reliance of qualitative market research, instead of looking for hard data and evidence on which to base questions?

6. Does the company currently rely on narrow, one-time market research studies, which are expensive and never fully integrated?

What do you know that is not obvious to your competitors?

What do you know about customers that others don't?
CHAPTER 3

3.0 Market Intelligence

3.1 Market Research v Market Sensing

The diagram below shows the relationship between marketing knowledge and management understanding, it shows the role that traditional market research methods still play in the market intelligence process, although now it is likely other inputs will be included, such as qualitative, subjective and incomplete intelligence to help build a fuller, more complex and descriptive picture.

Intelligence may be as simple as a press release or news article, a chat with a competitors’ employee at the gym, or a note from a sales person about a new product being introduced. This informal channel of intelligence could bring more important insights than a market research report ever could. This type of informal intelligence collecting culture should be encouraged from all departments within the company, with a method of anonymously reporting such discoveries.

William Hanrahan
The next chapter will go into more detail about some of the specific methods of collecting consumer intelligence.

CHAPTER 4

4.0 Collecting Consumer Intelligence

4.1 Customer Experience Management is not enough

This captures and communicates what a customer thinks about the company at all points of contact and locates the places to add value in the gaps between customer expectations and company performance. The barriers to achieve this performance improvement include the factors such as:

- Too much emphasis on existing customers, neglecting prospective customers.
- Lack of management understanding to customer needs.
- Fears of what customer feedback will reveal, although a system to encourage customer feedback is being developed in the customer service strategy.
- Simply using market share and customer satisfaction metrics leave a company vulnerable to those who instead invest in building superior market insights.

4.2 Meeting, Listening & Learning

- Talking to customers in a Kenchic Inn or shoppers who have just purchased a frozen chicken could provide useful insights about their decisions and the service in the particular outlet. It is likely to tell you things you will not otherwise know, this type of situation is likely to be more effective than a controlled interview, when the consumption or experience is just a memory.
- One very powerful way of ensuring customers are taken seriously is if we can get them to come to us, to enter the corporate lair and tell us what they think of us and our products. Surveys and research reports may be excellent things, generally they do not seem as powerful a form of communication as real customers who come to spit in your eye, and tell you face to face what they think.
- Although satisfaction can be high, customer can still defect, so create a culture that is prepared to listen and learn, the surprise is customers will actually talk to you and help you learn how to be better if you are just prepared to listen
- If the company is privileged enough that customers will tell us things, the company should not disagree or evaluate, but keep quiet, listen and learn.
- Taking the time and trouble to find out what matters to paying customers and doing something about them is likely to be a painful process for many although it can be one of the most powerful sources of competitive advantage.

*Customers see things differently to us, and they may have very different ideas about what matters.*
4.3 Dealing with Complaints

- Most dissatisfied customers do not complain, probably only 4-5% bother, it is estimated that for every single customer who brings a complaint, another 26 probably also have problems, the silent majority defect to a competitor.
- Dissatisfied customers tell everyone except us, in consumer markets the estimate is that the disgruntled consumer tells around 14 others
- The cost of complaint resolution is typically 10-25% of the cost of finding a new customer. Evidence suggests that when complaints are resolved satisfactorily, these customers tend to be more loyal than even those who never experienced a problem in the first place.

Why do so many customers not complain and give us the chance to do better?

Kenchic must address these issues and develop a company culture which makes customers must believe that their feedback will make a difference, that it is worth the time and effort to complain, this is helped by providing proper channels and procedures to encourage and facilitate feedback.

4.4 Map out a Customer Scenario

Map out a customer scenario to identify the whole context in which customers buy, or meet the challenge to get inside the various different lives of consumers.

1. Select a target customer set
   Eg. Farmer for D.O.C - Kenchic Inn Customer - Kenchic Inn Owner - Restaurant Buyer - Restaurant Head Chef - Supermarket Shopper - Supermarket Buyer
2. Select a goal the customer needs to fulfil
3. Envision a particular situation for the customer
4. Determine the start and end point for the scenario
5. Map out as many variations of the scenarios as possible
6. Think of the individual activities the customer performs and the information needed at each step
7. How can your marketing, distribution and service channels be used and developed
8. Test the scenarios with real customers to refine the scenarios and develop new ones.
CHAPTER 5

5.0 Market Intelligence

5.1 Understanding Culture

- The attempt to describe a culture is known as ethnography. Culture is acquired knowledge used to interpret experiences and generated behaviour. Some ways to describe culture include looking at what they know and observing their verbal and non-verbal language and shared meaning of experiences.
- Participant observation is when data is gathered in a natural environment and engages natural behaviour.
- In-depth interviewing is when open ended questions are used in order to get as many details as possible. Open ended questions allow for the informants to answer from their own frame of reference rather than being confined by the structure of pre-arranged questions, as a result informants express their thoughts more freely.

5.2 Features of Market Intelligence research

*Inductive*
When doing such research you don’t set out with underlying thoughts or ideas that you are testing, instead the data being collected is forming ideas from the 'bottom up' rather than 'top down'. Things are more open at the beginning and this helps identify the important questions that need to be answered.

*Naturalistic*
If you go into a particular setting with either pencil and paper or audio recording equipment, you understand and record the action as it happens. You are looking to answer the questions Where, When, How and under what circumstances this behaviour is occurring.

*Descriptive*
The data takes the form of words or pictures rather than numbers, often containing quotations to illustrate the findings. Data can include transcripts, field notes, photographs, video recordings, audio recordings, personal documents and memos. Each act, word and gesture is significant to represent how they feel, nothing is taken for granted or overlooked, even jokes, tone of voice and body language help enrich the data.

*Meaning*
Focus on such questions as..What assumptions do people make about their lives? What do they take for granted? Researchers can show their data in the form of transcripts and recorded material to their informants to confirm their interpretations are accurate.
5.3 Methods for Collecting Market Intelligence

- Talking to the consumer (In Depth Interviews, Informal Chats)
- Watching the consumer (Slums, Supermarkets and Butchers etc.)
- Observing and Participating on Social Networking sites (Facebook, Twitter etc.)
- Demographic Data (World Bank/IMF)
- Academic Journals
- Market Research Reports – Internal/External
- Newspaper Articles
- Internet sites
- Blogs
- Focus Groups
- Internal Records – Sales figures, Customer analysis
- Identifying trends and clues
- SWOT Analysis
- PESTLE Analysis (Political, Economic, Social, Technological, Legal, Environmental)
- Process of sharing information through entire organisation

It is hoped that such an in-depth study of consumers will allow a clear understanding of the various segments which make up the Kenyan population, from here a strategy could be developed based on these individual groups.

The steps that go into forming these groups through all the above measurements will be assessed and if successful the process could be regularly repeated to continually add more knowledge to build a more comprehensive consumer profile.

5.4 Ethical Issues

- Avoid research sites where informants may feel forced to participate in the research
- There is a difference in informant’s time commitment to you when you do participant observation in a public place and when they do an interview with you. Always let your participant know what is expected of them and what they can expect of you and the process.
- Unless otherwise agreed to, the informants’ identity should be protected so that the information that you collect does not embarrass or harm them.
- Treat informants with respect and seek cooperation with them throughout the research process and honour their privacy
- In negotiating permission to do a study, you should make the terms of the agreement clear.
CHAPTER 6

6.0 Conclusion

Remember the Customer!

If the customer relationship scale is a way of putting a handle on the customer focus in a company, then the approaches from which we can choose the most appropriate include:

- Learning to listen to customers and respond to what they say
- To obsess over customers
- Building the 'Cult of the Consumer'
- Building and Sustaining a customer-focused culture in the company

If the company could successfully demonstrate these characteristics, then Kenchic would have become a customer-focused organisation. Building a genuinely superior understanding of customers and markets will rely on an intensity of market knowledge which is unprecedented.

This guide has tried to explain for methods to improve Kenchics 'Market IQ', the following are some important questions that you should answer before you begin.

1. Who should be consulted /involved?
2. What information should be provided?
3. What are the available resources?
4. How should I divide the environment to understand it better?
5. How should I interpret the impact of changes that have been identified in the chosen environment?
6. Who should interpret the picture built and what are the critical questions that should be addressed?
7. How does this new market understanding to decision making?

It is hoped that the cultural insights and understanding methods gained using this document will help the company define market segments more clearly. This should lead to more effective selection of target markets, which would aid new product development with these specific markets in mind, creating more effective campaigns, offering the right products to the right customers, at the right price.
Appendix 4.0 Understanding Chicken Consumers in Kenya Analysis

Project Mfalme – Understanding chicken consumers in Kenya report analysis

'Understanding Kenyan consumers & meat eating culture, with the aim of promoting chicken as a regular, safe, healthy and affordable meal choice'

Y&R, an international advertising agency were assigned in 2009 to report to Kenchic to help them understand the various group of chicken consumers in kenya, the aim was to provide Kenchic with a detailed analysis of in home chicken consumers behaviour, it looked at growth opportunities and how communication would impact the various consumer groups. This report did not consider chicken restaurant consumer behaviour, although it is hoped that some similarities could be taken from these consumer group types, if this doesnt seem relevant then further analysis may be necessary.

Kenchics strategic objectives are to:

- Establish the Kenchic brand as Kenya's leading chicken brand
- Increase the popularity of chicken as a food
- Establish Kenchic inns as a leading fast food chain
- Educate consumers about its farm to fork campaign

Research Sample

200 Nairobi and 150 Mombassa consumers, (once a month or more often, at home), divided into loyal Kenchic (4 out of 5 last purchases) while non loyal consumers were classed as those who purchased the Kenchic brand 3 or less of the last 5 purchases. This sample contained B, C1 & C2 households.

Results

The results found that among loyal consumers, beef and fish were the main competition to chicken, while among non-loyal consumers, mutton and pork were more widely consumed than among loyalists.

This sample doesn't take into account consumers who purchase chicken less than once per month, and this group are almost being neglected, although it could be considered that this group who never eat chicken are so ingrained not to do so that it could be a struggle to actually dramatically change these eating habits.

Frequency of Meat consumption among loyal consumers

Looking at the daily consumption of meat, Beef is a very strong choice here, with the responses 26%, while Chicken was only considered to be a daily meal option by 2% of the sample.
This seems to be the first instant challenge, to move from Beef to Chicken as a daily choice of meat. How can this be done? Increase Chicken popularity over Beef popularity – Consider the prices? Benefits of eating Chicken over Beef? - Co brand campaign with Kenchic.

Considering meat consumption 2 to 6 times in a week, Beef was again the most popular meat choice, as Beef was shown to be consumed by 52% of consumers in this group, while around half this number, at 25% would consume chicken.

When it comes to the less frequent eating responses, Chicken is shown to be a more popular, a high level of chicken eaters in the sample of 35% were shown to consume it only on a weekly basis.

These results demonstrate the opportunity available for Chicken consumption, currently it is seen as a special event, saved for weekly occasions, while Beef is strongly shown to be the dominant meal, regularly consumed through the week, even on a daily basis.

The move for the loyal consumer should be to encourage daily consumption, comparing Daily and 2 – 6 Times in a week reveals that 78% consume beef while 27% consume chicken in a similar frequency.

These people are loyal consumers, and regularly buy Kenchic, so somehow could look to encourage daily Chicken consumption.

Frequency of Meat consumption among non-loyal consumers

It was identified that not a single non-loyal customer consumed chicken on a daily basis, and a very small amount consumed more than once a week. Here beef was still as dominant as a weekly meal, while Chicken was usually seen as a meal consumed 2/3 times per month.

This appears to be a key area, non loyal Kenchic consumers are not high volume consumers, so increasing volume could have the effect of making them more appreciative of chicken and chicken quality, (a chicken snob) and therefore understand more about the quality of Kenchic and its farm to fork quality.

The messages associated with particular meat eating

**Broiler Chicken Meat**
- It is good to be seen eating – 58%
- For those who want to stand apart and be noticed – 52%
- Transforms a good meal into a great meal – 51%
- Is for people like me – 43%
- Is getting more popular nowadays – 44%
- Is a type of meat that I would like to consume more regularly – 42%
- Is a type of meat that I have a high opinion of – 45%
- I am eating more of it these days – 46%
- Makes the meal look classy – 65% (appearing quite high class)
Is worth paying a bit more for 54%
Is goof to enjoy with friends - 54%

PROBLEM: Scored low in the following
Is truly different from other types of meat – 18%
Is good value for money – 36%
Is a healthy source of protein – 27%
Has a highly appealing taste – 33%
Is for all occasions – 26%
Indigenous chicken tastes better – 52% - Broiler just 29%

These issues need addressing.

Fish - Scored highly on the healthy source of protein aspects
Beef – Scored very highly as being ‘FOR ALL OCCASIONS’
Pork and Mutton – Truly different type of meat.

PEOPLE DONT REALISE THAT CHICKEN IS GOOD FOR YOU!

Indigenous Chicken Meat
Has a highly appealing taste – 57%
Tastes better than other types of meat 52%

Pork
Truly different from other types of meat - 57%

Beef
Is for people like me -

Fish

Mutton

Making people loyal is the key to success. But the two are strongly correlated.

The Summary of Meat types -

Broiler chickens – still seen as special, classy, only on special occasions – Should instead look to make it just a staple, a basic choice for meal options. Make it like beef, for all occasions + Healthy.

Non Loyal perceptions

Dont see Chicken as a different type of meat.
Dont see the benefits of buying broiler chickens over indigenous chicken meat. 
Prefer indigenous chicken meat
Rate the taste if broiler chicken very low
Do not see broiler chicken as a meat for all occasions -
Dont rate broiler highly, dont believe in its taste over other types of meat.

How can Non-loyalys be made loyal?? This is a huge issue
Why do people who arent loyal think indigenous is so much better than broiler? If this negative perception can be altered then could dramatically alter opinions and lead to more loyal customers. P15-16

What is it about Broiler Chickens, focus group to identify perceptions
Indigionous chicken – Same, find out why not loyal Kenchic consumers feel the way they do.

Brand Awareness

Kenchic brand awareness 69%

Consumption Occasion – non loyal
78% with other household members
13% on my own - could this be increased? Meal for professional??

Need from Meal Occasion- Key Need Differences to Focus on.

Nairobi Focus
Provide balanced nutrition – 54%- loyal

Key Differences
Feed/Nourish my body – 36% Non loyal, 49% Loyal
Feel Happy, be in a good mood – 13% non loyal, 21% loyal
Make the ordinary meal more special – 19% non loyal, 10% loyal
Ensure good, healthy growth of my kid, 20% non, 12% loyal

Mombassa Focus
Feed/Nourish my body – 61% non loyal
Feel connected with family or friends/bring together friends and family 62% non loyal

Key Differences
Give myself a treat – 12% loyal, 7% non loyal
Lift my spirit – 9% loyal, 4% non loyal
Provide balanced nutrition – 43% loyal, 35% non loyal
Make the ordinary more special 31% Loyal, 21 non loyal
Ensure good, healthy growth of my kid, 18% non loyal, 27% loyal

Interesting to see how different the Nairobi and Mombassa consumer are.
What needed for self or others from the chicken

Differences between non loyal and loyal consumers – Nairobi

Was a meal without Red meat – 17% non loyal
Was a meal without Red meat – 29% loyal

Helped prevent illness or deterioration of the body – 28% non loyal
Helped prevent illness or deterioration of the body – 21% loyal

Brought my friends together – 17% non loyal
" " - 23% loyal

Was well liked by my partner/friend/spouse – 37%
Was well liked by my partner/friend/spouse – 28%

Reflected my style – 17% loyal
Reflected my style – 7% non loyal

Need to analyse these results and create a resulting campaign based on the following messages, meet with Tom to discuss past campaigns and if this fits with the brand managers? Start mentioning Y&R in dissertation and use as a valuable resource. Then could develop some key themes to base some adverts upon. Targeted based on Area – Nairobi/Mombassa – and Customer Type – Loyal (High vol user) & Non loyal (low vol user)

Differences between non loyal and loyal consumers – Mombassa

Was well liked by my partner/spouse – 31% loyal
Was well liked by my partner/spouse – 19% non loyal

Mombassa consumer – not much difference between Mombassa loyal and non loyal consumers. Very different from Nairobi consumers, but not actually two distinct consumer groups.

Differences between Nairobi and Mombassa Consumers

Non Loyal
Helped me show affection to others N – 31%, M - 49%
Included variety to satisfy the different preferences of many people N – 26%, M - 9%
was a meal without red meat – N 17%, M - 34%
helped prevent illness or deterioration of the body – 28% N - 11%M
brought my friends together – SIMILAR MESSAGE – FRIENDS TOGETHER – KEY THEME
was well liked by my partner/spouse – 37% N, 19% M
reflected my style – SIMILAR, BUT SMALL
Provided the best meal to the guests – 6% N, 18% M
Loyal
Helped me show affection to others – 33% N, 50% M
Included variety to satisfy the different preferences of many people, 27% N, 10% M
was a meal without red meat, 29% N, 37% M
helped prevent illness or deterioration of the body 21% N, 17% M
brought my friends together – 23% N, 14% M
was well liked by my partner/spouse – 28% N, 31% M
reflected my style 17%, 12% M
Provided the best meal to the guests 11% N, 18% M

Important Factors during consumption

Nairobi
1st - Specific meat that I enjoy eating
2nd – Was Affordable
3rd – Impression of Social Status
4th – made me feel like a good friend

Mombassa
1st - Specific meat that I enjoy eating
2nd – was affordable
3rd – Did not have a bad social image

What about this kind of message – a Kuku family is a happy family.
Everyone sat around a table, family, friends, girlfriend. Eating chicken.

Or a Beef family, stressed, overweight, ----OTHER NEGATIVES OF EATING BEEF!!

Could this be organised?? Photos, Actors, Press – supported with FARM TO FORK Campaign.
Would this want a full black family, or include internationals, whites, indians etc etc?? Where
could such adverts go, uni campus, in shops, in newspapers.
Costs of such a campaign? Find out.... - USE FOCUS GROUPS TO IDENTIFY THESE
Maybe even a facebook group to recruit Actors.... The Kenchic Advert – Models wanted.
Do content analysis or usual kenyan adverts and equivalents Worldwide.. Shock marketing!!
Fear....
WORK ON THE CONTENT FOR THESE ADVERTS
JUSTIFY THE MESSAGE
JUSTIFY THE MEDIUM USED
CO-ORDINATE WITH TOM AND WITH HUMPHREY – RESEARCH WORLDWIDE EXAMPLES OF
SUCH STYLE CAMPAIGNS.
ETHICAL CONCERNS -

Key Health Statement Analysis
Overall need – health statements
Feed/Nourish my body - 65%
Provide balanced nutrition 57%
Ensure good, healthy growth of my kid 26%

What needed or wanted for self and others from the chicken served – health statements
Variety to satisfy the different preferences of many people – 26%
Was a meal without red meat – 35%
Helped prevent illness or deterioration of the body - 26%

Needs are..

Page 48
Need states
Tradition – Nairobi Male 30% 26%
Image Conscious Female in Nairobi 14% 11%
Self Rewarding Nairobi Male 15%
Balance – Similar 15% throughout
Faimily connection – Mombassa 23%

Bonding 21%
Special Meals 12%
Family Connection 10%
Image Conscious 11%
Self Rewardgin 9%
Balance 11%
Likes Traditional Dishes 26%

Kenchic loyals more likely to have been with a visitor on their last two meal occasions,
linking in with the higher usage of Kenchic for its esteem value.

Balanced nutrition, nourishing my body and connecting with family are the 3 top overall or
basic needs of a meal occasion, among both Kenchic loyals and non loyals.

What needed for self or others- Showing affection and a meal without red meat were key for
Nairobi and Mombassa loyals. In Mombassa being well liked by partner, making meal more
special and good for children were next most important. In Nairobi, including variety to suit
everyones needs and liked by partner were next most important.
For non-loyals, showing affection to my partner\spouse was the most important attribute.

Need while eating – enjoyment of eating chicken, affordability, making me feel like a good friend and giving the right impression of my social status
Mombassap people were particularly interested in preserving their social image.

Attatudes and Beliefs – Common Themes among Loyal
Agree Strongly
The whole point of my life is to enjoy myself thus i eat everything that I like
Meals are important times for my family to sit down together and reconnect
I often search for products that are low in cholesterol
Eating for me is about what we can afford
I often search for products that are with reduced fat
I prefer foods that are fresh and direct from the farm
I feel proud when my family/guests/friends share a good comment about my cooking

Disagree
Preserving food traditions and food culture is very important to me – 37% disagree
there are some foods i dont cook because they are against my culture – 46%
i only eat foods that have be
I go to the gym more often nowadays -

Attitudes and Beliefs – Common Themes among non-Loyal
Agree
Meal times are important times for my family to sit down together and reconnect
I go out of my way to ensure that my family eats healthily

Kenchic Loyals are more into enjoyment
Although important to them slightly less into sitting with family to re-connect than non-loyals
More into self-reward
More likely to seek nutritional information
Less price driven
More able to keep up a balanced diet]

Not good enough understanding of HALAL - pager 73

Price and budget available for grocery shopping is the main constraint on purchasing chicken
more frequently. Availability and frequency of special occasions also limit purchasing frequency

Encourage Portioned Chicken – still very slow
Loyal customers purchase Breast – 60% - Drum 50%

Fry and Stew are most common cooking method
In Nairobi, Fattiness, Cost and Bad smell are the top 3 barriers

Need print pages from 48 to 101

Analysis from 102 Onwards

70% Awareness of Advertising Nairobi
39% Awareness of Advertising Mombassa
Low, especially in Nairobi, need to work on this. Develop a Nairobi campaign.
Key Branding Elements on Kenchic

Cock Picture 16%
Kuku Mfalme – 11%
A Mzee waking up at midnight to eat chicken from the fridge – 12% - Need to see this advert
A Grilled Kenchic chicken

Past Kenchic advert – Characteristics - GOOD
Enjoyable
Informative
Attention Grabbing
Relevant and up to date
new information about brand
believable
easy to understand
very clear
tells about company
attractive
short

BAD – it makes you want to purchase, not high
It insults my intelligence
Low on Dynamic
Not extra ordinary
low persuasion
low unique

Kenchic Ad – gives good opinion of Kenchic.
But for non loyals in Mombassa not so much, this group hard to please, didnt really have much effect.

After having shown the ads to focus group, the questions asked on page 114 etc.. could be asked again to demonstrate the succes/failure of the campaign.
(iT HAS ......, and improved ... by xx% ) a fantastic benefit to try and recreate the same control group and sample. Could be a fantastic experiment!!

Tagline – successful so include – for people who are KUKU about chicken , does this effect still occur after testing with the new campaign? TEST

Try to raise the profile of the FARM TO FORK CONCEPT – as still very misunderstood.

Mombassa campaign needs to be strengthened.
Advertising is positively described, although they are considered to have more positive impact in Nairobi than Mombassa, a clear understanding of KUKU about chicken, but Farm
to Fork concept still needs to be fully explained as its concept gets lost in translation and it seems consumers are not understanding the full message about the process, this this could be looked at in promotions, although potentially could be ignored if consumer group found other aspects more important. Although the FARM TO FORK LINK does seem to be competing with the INDIGENOUS CHICKENS, instead look to compete against beef, as this has more potential.

Chicken Consumer Typologies

The 4 Important Groups
Health conscious – 10%
Male 8%, Female 10% - even fit
Nairobi 6%, Mombassa 15% - Seems very small percentage of Nairobi consumers

Disease Avoiders – 13%
Male 15%, Female 14%
Nairobi 8%, Mombassa 24% -

Enjoy my Family – 12%
Male 15%, Female 11%
Nairobi 7%, 19% Mombassa

Indulgence Oriented – 13%
Male 8%, Female 14%
Nairobi 19%, 4% Mombassa

Strategy based on Y&R Recommendations

Need to compete more effectively with beef, currently seen as an everyday purchase, this is difficult since the main qualities of boiler chicken are all around the esteem area. A price comparison campaign – chicken eating habits.

Indigenous chicken much stronger on taste among non loyals, this needs to be looked at, emphasise the excellent quality of the farm to fork chicken although this strategy does seem to be in process.

Reccomendation – to launch an indigenous chicken Kenchic variant to capture the taste platform, and strengthen taste perceptions of Kenchic Chicken, how can this be done?? Improve taste perceptions....? IDEAS FOR THIS?

PRICING TO MAKE IT COMPETITIVE WITH BEEF?
DO A FULL PRICE SEARCH TO IDENTIFY GOING RATES.... compete on other aspects.

CONSIDERATION OF SEGMENTS – MY STRATEGY BASED ON PARTICULAR SEGMENTS.
Chicken -
Nourishing my body and connecting with family are the 3 top overall or basic needs of a meal occasion, among both Kenchic loyals and non-loyals –
Showing affection in general to others, eating White meat. Showing affection to my partner/spouse – traditional households – a bit dated maybe??

Needs while eating – enjoyment of eating chicken, affordability, being a good friend (potentially serving a plate of chicken to a friend) Trying to impress and give good impression of social status and that they

People in Mombassa wanted to preserve their social image – what does this represent??

Recommendation based upon Purchasing and communication

Price comparability important – IF THIS DOESNT WORK then it could be better to do comparisons based on other aspects, how was the chicken v beef war won in the west?

What is the current availability of Kenchic in Mombassa?

Get full details of all Communication media strategy and advertising from the last few years. Is humprhey the man for this?

Photos of Recipe cards that Philip was talking about, who has these?

The campaign of promoting chicken could be sent out with every chicken order, - THIS MEANS MAKE SURE FOR HERE OTHER MEATS DONT GET GIVEN A HARD TIME...JUST ENCOURAGE THE BENEFITS OF CHICKEN.

My Plan would actually suit all of these.
HOW
Establish the Kenchic brand as Kenya's leading chicken brand
   – already leading brand, but needs strengthening outside Nairobi
   – competition against unbranded broiler chicken
   – continue the domination of branded chicken communication
Increase the Popularity of Chicken as a food
   – Chicken is already a popular food, increase frequency by taking away the 'special occasion' culture of chicken eating, as happened in UK, to quickly move it to a basic staple of daily meal preparation.
   – Basic Recipe book
   – Chicken culture promotion
   – Benefits of chicken consumption
   – Chicken war Vs Beef
Establish Kenchic Inns as leading fast food chain

- Slightly dubious as a strategy, especially with Long term entry of KFC and success of Steers, Gallitos and Chicken Inn., As described in the company info, these are all currently supplied by Kenchic so any increase in Chicken sales will benefit Kenchic.

- This section will managed but the chicken culture campaign will automatically benefit the Kenchic Inn and chicken culture will raise volumes, also the chicken campaign will also increase the profile of Kenchic and its link to Kenchic Inns.

Educate Consumers about its farm to fork campaign

- Campaign clear to 40% consumers, still look to raise understanding of this concept.

Who actually makes the purchasing decisions? People with chefs, then simple recipes may be more suitable to encourage this, the guy from K%M butchers in CBD once made a very simple chicken recipe book but this is somewhere with Kenchic – FIND

Also – What happened to last Kenchic Inn study? In restaurant? This would be very very useful.

Looking at ways to improve the service quality at Kenchic.
Appendix 5: Sample Frame

INCOME LEVEL PER MONTH (Kshs)
0 – STUDENT
0 – OTHERS
0 – 15,000
15,001 – 50,000
over 50,000

HIGHEST LEVEL OF EDUCATION
None
Some Primary
Some Secondary
Some University

EMPLOYMENT STATUS
Formal
Self
Unemployed
Student

GENDER
Male
Female
Appendix 6.0 Informed Consent Form - Instructions Prior to Commencing Interview.

This is a research project on Chicken, carried out by the principle investigator (PI) of this project, William Hanrahan from Warwick University. The interviewer (the investigator) should have the respondent read this form carefully and ask any questions that they may have. Before the interview can start, the investigator and the respondent should sign three copies of this form. The interviewee will be given one copy of the signed form.

Consent for Participation in Interview Research

I volunteer to participate in a research project conducted by William Hanrahan from Warwick University. I understand that the project is designed to gather information about consumer beliefs relating to chicken. I will be one of approximately 15 people being interviewed for this research.

1. My participation in this project is voluntary, but I will receive a gift of chicken on completion instead of payment. I may withdraw and discontinue participation at any time, if so then I shall not receive the Chicken Gift. If I decline to participate or withdraw from the study, no one will be told.

2. I understand that most interviewees will find the discussion interesting and thought-provoking. If, however, I feel uncomfortable in any way during the interview session, I have the right to decline to answer any question or to end the interview.

3. Participation involves being interviewed by a researcher from Warwick University. The interview will last approximately 2 hours. Notes will be written during the interview. A video and audio tape of the interview and subsequent dialogue will be made. If I don't want to be taped, I will not be able to participate in the study.

4. I understand that the researcher will not identify me by name in any reports using information obtained from this interview, and that my confidentiality as a participant in this study will remain secure. Subsequent uses of records and data will be subject to standard data use policies which protect the anonymity of individuals and institutions.

5. I understand that this research study has been reviewed and approved by the Academic Staff for the MSc Marketing & Strategy program at Warwick University. For research problems or questions regarding subjects, the course leader may be contacted through masters@wbs.ac.uk.

6. I have read and understand the explanation provided to me. I have had all my questions answered to my satisfaction, and I agree to participate in this study.

7. I have been given a copy of this consent form.

___________________________ ________________________
My Signature Date

____________________________ ________________________
My Printed Name Signature of the Investigator

For further information, please contact: William Hanrahan, MSc Marketing & Strategy, Warwick University, whanrahan@ymail.com

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William Hanrahan
Appendix 7.0 Cultures and Tribes of Kenya

The Masai are the most famous tribe not only of Kenya, but of Africa as a whole. They have become an international symbol of African tribal life. But they are not the only one: there are between 40 and 70 tribes, depending on how you count.

One reason is that tribes have never been closed units; language, culture and appearance often overlap. Families often consist of members of different tribes, and it’s a matter of tradition whether a person’s tribe is determined by their fathers or mothers line. Another reason is that some ethnic groups are seen as subtribes and others as ‘main’ tribes. For example, the Rendille, Orma, Boran and Gabbra tribes are sometimes seen as a single tribe: the Oromo. To complicate matters further, different people use different spellings: Agikuyu instead of Kikuyu or Gikuky, Kamba instead of Akamba.

The separation between tribes has also diminished because most tribes have adopted Western life styles. This especially goes for the biggest tribes: the Kikuyu (22%), Luo (11%) and Akamba (8%). The Kikuyu dominate politics and the economy. Especially the Masai, Turkana and Samburu peoples have largely kept their traditional lifestyles.

But to which tribe you belong is still the most important factor in social life. Political parties, for example, are largely based on tribe and less on ideology.

Language, however, is the main criteria for a tribe. There are three main language groups in which the tribes in Kenya can be divided:

**Bantu-speaking tribes:**
- Central Bantu: Kikuyu, Akamba, Meru, Embu, Tharaka, Mbere
- Western Bantu: Gussi, Kuria, Luhya
- Coastal Bantu: Mikikenda, Swahili, Pokomo, Segeju, Taveta, Taita

**Nilotic-speaking tribes:**
- Plains Nilotic: Maasai, Samburu, Teso, Turkana, Elmolo, Njemps
- Highland Nilotic: Kalenjin, Marakwet, Tugen, Pokot, Elkony, Kipsigis
- Lake River Nilotic: Luo

**Cushitic-speaking tribes:**
- Eastern Cushitic: Rendille, Somali, Boran, Gabbra, Orma
- Southern Cushitic: Boni

However, most Kenyans speak at least three languages: their tribal language, Swahili (which has become a ‘lingua franca’ among a large part of East Africa) and English. Swahili (or Kiswahili) and English are the official languages of Kenya.

Embuj tribe: The Embu tribe numbers around a half million people, and their territory is located on the south-east side of Mount Kenya.
Kalenjin tribe: Numbering about 3 million people, their territory is in the Great Rift Valley.

Kamba tribe: Also called the Akamba, this tribe lives in the east-central area of Kenya. The practice many trades.

Kikuyu tribe: They live in the fertile central highlands. They dominate the country politically and economically.

Kisii tribe: The Kisii live in a very heavily populated area in the western corner of Kenya, near the shores of Lake Victoria.

Luhya tribe: They are the second biggest tribe of the country and make up 14% of Kenya’s population. They live in West Kenya.

Luo tribe: The third largest of the tribes in Kenya (over 3 million people or 12% of the population). They are now settled farmers and also keep cattle.

Meru tribe: The north-eastern side of Mount Kenya is the home of the Meru tribe. Their population is about 1.5 million strong.

Mijikenda tribe: Nine different Kenya tribes came together to create the Mijikenda, who migrated to Kenya 300 years ago. Their territory is along a heavily forested ridge in from the coast.

Rendille tribe: They are semi-nomadic camel herders who mainly inhabit the dry regions of the Kaisut Desert. They originally came from Somalia.

Samburu tribe: They are closely related to the Maasai and they live in northern Kenya. They are one of the smaller tribes in Kenya, forming only 0.5% of the population.

Somali tribe: Only a small portion - half a million from 20-25 million - of the Somali tribe lives in Kenya, the others mainly in Somalia. They are Muslim.

Swahili tribe: This is mainly a trading tribe. They live along the coast of the Indian Ocean and have had contact with the Arab and Persian traders since the 9th century.

Taita tribe: They have become thoroughly modernized and none of the tribe live in their traditional or rural way anymore. They live in the overpopulated Taita-Taveta district, in south-eastern Kenya.

Turkana tribe: They number only around 350,000. They are a very traditional tribe, with most of their people still living rural lives as they have for generations.
Appendix 8.0: Mintel Analysis


BCM – British Chicken Marketing
BCP – British Poultry Council
DEFRA – Department for environment, food and rural affairs
NFU
Rovipak Packaging Solutions
RSPCA

Key Themes
Celebrity chefs have accelerated interest in provenance and welfare, boosting free range sales, but growth in organic has slowed, hindered by high costs and negative media coverage

The impact of bird flu outbreaks on commercial poultry flocks was short lived but costly – This subsequently resulted in Bernard Matthews moving to 100% british turkey to reassure consumers.

Rising feed prices, together with growing energy and labour costs, and buoyed retail prices, but could potentially put many poultry producers out of business, tightening supply further.

The Term Poultry comprises the meat of:
Chicken
Turkey
Duck and Goose

in two broad sectors:
Primary poultry meat – comprising all fresh or frozen meat in whole-bird or portion format, including cooked whole birds or portions including chicken liver.

Further processed poultry – including coated/flavoured products, such as chicken kiev, burgers, meatbal and boneless snacks.

Market in Brief
High welfare birds and processed products are adding value in the chicken category.

Natural claims led poultry NPD last year, with manufacturers stripping out fat, salt and artificial ingredients, followed by provenance and welfare claims.

Poultry manufacturers spent more on advertising in 2007, after a few years of inactivity, repositioning processed products in a healthier context with above the line spend focused on convenient chicken products aimed at younger consumers.

Butchers and farm shops gained market share of chicken, following bird flu and criticism of their welfare performance by celebrity chefs.
Consumer research highlights opportunities
Older people are less frequent users of poultry, preferring to consume red meat instead. Better communication about poultry's health credentials over red meat should help to reverse the trend.

Positive associations with poultry are harboured by third age consumers, who believe it to be healthier than red meat, and are notable for buying more free-range poultry than previously.

The Future
Chicken occupies a solid market position, and should continue to grow in value, aided by premium lines.

Internal Market Environment
Celebrity chefs have accelerated interest in provenance and welfare, boosting free range sales, but growth in organic has slowed, hindered by high costs and negative media coverage.

TV Chefs
Greater interest in the origin and production of poultry, reflected across most food and drink categories has accelerated following celebrity chefs Hugh Fearnly Whittinghall and Jamie Oliver’s TV Programmes screened at the beginning of 2008.

Highlighting the limited living conditions of many mass-produced birds, both programmes called for the British Public to take an ethical stance by buying free-range.

Free range chicken sales increases of nearly a third for organic, and a quarter for free range chicken following the screenings of British tv shows, it encouraged m&s the retailer to move to 100% higher welfare poultry.

Products accredited through RSPCA’s Freedom Foods welfare scheme, including chicken are enjoying boosted sales, and the charity is calling for retailers to sell only higher welfare poultry products, (make Kenchic not even comparable with the other chickens)

Assurance Schemes

Freedom Foods – Established by RSPCA in 1994 – sets higher welfare standards
Red Tractor – Managed by assured food standards, and included assured Chicken production – sets standards for nutrition, welfare, health, traceability food safety and environmental care

Do not move to Organic Chicken as in late 2006, a study in the International Journal of Food Sciences and Nutrition, found that organic chicken breasts cost 3 times as much as conventional equivalent, while containing lower levels of omega 3 and antioxidants, double the cholesterol and less succulence.
Find out a little more from Philip about what's in Chicken Feed?? Is it possible to move to a premium range of Corn fed chicken?

**Food Scares**
Bird flu put a short lived dent in sales – avian flu reached commercial poultry flocks in the virulent H5N1 strain. Bernard Matthews moved to 100% British turkey supply to reassure its customers as imports were blamed for the first outbreak.
In addition to the substantial value of lost poultry exports, supermarket sales were said to have fallen by 10% for all Poultry.

**Salmonella** - Bird flu is not the only concern for poultry producers, the UK industry is said to be making progress to meet the ECs target of 1% incidence of salmonella or all chicken related food scares by 2011. -Producers accredited to the Red Tractor Assured Chicken Production Scheme undergo salmonella testing of their broiler flocks every 21-28 days.
(Couldn't Fark to Fork be made for like this type of standard, a smaller more recognisable campaign that has a logo which actually is put on the pack, hence increasing its memorability.

**Cooking and Convenience compete as market drivers**

A shift towards home entertainment, the popularity of celebrity chef-driver TV shows and greater interest in what goes into food are contributing to a cooking revival.
Greater interest in cooking is reflected in a revival of whole bird sales.

**Health Conscious**

Poultry is perceived as a healthy source of protein, and favourably contrast with red meat, which should be consumed in moderation.
The research identified by TNS that there is a low general awareness of the health credentials of chicken in Kenya, limited to those already eating it, and it is suggested that improved marketing could potentially attract many more health conscious consumers into the category.

**Broader Market Environment**

Demographic forecasts suggest continued growth at the premium end of the poultry market, with both ABs and third agers expected to grow in number.
ABs to grow by 13% in the next 5 years – Positive influence towards premiumisation of the poultry sector with greater interest in welfare and provenance, likely to benefit the free range sector.

Older Population – Third agers are strong supporters of free-range poultry, but remain occasional buyers, there is a need to boost consumption frequency.
While the 65+ demographic represents more of a challenge, tending to favour red meat.

Younger Consumers – Represent a positive trend for poultry, perceived as a healthy and convenient choice
The move to smaller households has increased the demand for smaller poultry portions moving forward, with whole birds on likely to appeal when cooking for visiting friends and families.

**New Broiler Welfare Directive**
A new broiler welfare directive has been approved by the EC, set to apply to flocks upwards of 50 birds from 2010, setting a maximum stocking density of 33kg of live animals per square metre. Chicken welfare labelling may be added.

**Key Points**
Poultry beats red meat and sausages in the context of healthy eating, but loses out to fish, which also boasts greater variation and excitement as a category. Unlike lamb and pork, poultry appeals to the young and halal consumers, but is facing renewed competition for heavily promoted English Beef and Lamb – Beefy and Lamby tv campaign, which shows that meat can be promoted with successful results.

**Versatile Poultry Leads British Protien Consumption**
Britons love poultry, with turkey, duck, goose and predominantly chicken meat constituting over two-fifths of the entire UK protein market. Poultry is viewed as less heavy and fatty than its red meat counterparts, finding favour with younger, health conscious consumers in particular. It is also versatile and convenient as an ingredient of meal centre.

Chicken is the most popular sandwich filling in the UK, it is also a popular choice across globally influenced meal choices from the traditional British roast to stir fry, enchilladas, curries and pasta dishes.

Poultry is easier to cook for consumers with less culinary skills in comparison to red meat, which can turn out dry, gristly, and chewy if incorrectly cooked or of poor quality.

Although fish is perceived as healthier, many fish varieties are baffling and trickier to cook for less-skilled consumers. It is a less versatile ingredient than poultry, and on the receiving end of negative publicity in terms of endangered stocks. Often consumers are confused over which fish are sustainable and which represent an unethical purchase, this contracts negatively to the simpler choices of free-range or organic for poultry.

**Competitor Analysis**
**Beef** - Steak associated with eating pleasure, particularly for men and older consumers, it is versatile, spanning mince, burgers, sausages, roasts and a variety of steaks. But Red meat is viewed as high in fat and to be consumed in moderation. At June 2008 prices in UK, beef was very expensive, marking pultry competitive in comparison. Could do a Recipe in Nakumatt which is priced up.— Sainsbury -Feed family for a FIVER.

**Lamb** – Lamb is viewed at naturally organic, againsty intensive poultrys welfare concerns, British Lamb recieved significant marketing support via Promo body, English Beef & Lamb
executive, Lamby Campaign. Lamb struggles to attract younger consumers, more popular with other generation

**Pork** – More competitively prices than poultry, also offers a more substantial alternative. Pig meat products are used increasingly to enliven poultry dishes. Ethnic population and pork is excluded from halal and kosher diets. Pork is perceived as difficult to cook, sometimes too touch in eating and hard to digest.

**Fish** – Poultry boasts better health credentials than red meat, however fish easily trumps poultry, fish offers greater variety. Consumers are less confident about preparing or cooking fish, it is less versatile, can also have bones which are annoying. Raises ethical issues in terms of dwindling stocks.

**Poultry for BBQ**
Brisk BBQ trade in the UK offers a further avenue for versatile poultry applications over the summer months, from marinated breasts to kebabs, burgers and even whole birds. Multi packs formed a crucial part of BBQ promotions, chicken portions, thighs/legs and whole growing steadily.

**Strengths and Weaknesses in the UK Poultry Market**

**Strengths**
Poultry is the most popular meat in Britain, with market share of over 40%
Poultry retail sales continue to grow in value, even against volume decline
Premium, including free-range, represents the fastest-growing sector of the poultry market
Demographic forecasts support continued growth in high value poultry products
Poultry will benefit from its healthy credentials, with processed products much improved.

**Weaknesses**
Volume sales are declining, with feed prices high and regulatory costs hampering expansion.
The threat of bird flu hangs over the poultry industry globally
Conventional poultry sales are under threat as supermarkets face pressure to improve welfare
Poultry is less popular with the burgeoning elderly population, representing a lost opportunity.

**Poultry – Market and Segment Performance**

High welfare birds and processed products are adding value in the chicken category

**Bird Flu and Feed Costs Bite into Volume Sales**
The ascendancy of poultry volume sales in the UK retail sector came to a halt in 2006, after the first case of bird flu hit Britain. Although the virus did not appear in commercial flocks until 2007, its spectre lingered and put a small dent in consumption
UK poultry production totals just under 1.5 million tonnes, with over 280,000 tonnes exported while imports run to around 455,000 tonnes. The lion's share goes into retail, with the remainder destined for manufacturing and catering. Much of the imported poultry goes into the catering trade.

**Welfare Focus, NDP and rising input costs boost value**

Retail values sales of poultry continue to follow an upward trajectory due to continued premiumisation of the industry. Manufacturers invest consistently in NDP and adding value to poultry, particularly chicken, in response to greater demand for both convenience and quality.

Driving growth at the premium end are provenance and welfare, with British producers struggling to meet increased demand for free-range following a number of TV programmes that aired in early 2008, which criticised intensive production.

Rising feed costs have also pushed up poultry's retail value, by necessity, with the highest cost of both standard and enhanced welfare birds in turn dampening volume sales.

**Chicken Value Grows, despite falling volume**

The dominant poultry protein, accounting for 85% of the total volume in poultry, chicken's retail sales performance mirrors the total poultry performance, with volume declining since 2006, but value continuing to grow.

All poultry sales took a slight hit from the 2007 bird flu outbreaks, but rising feed costs, a prohibitive regulatory burden, and cheaper competition are probably bigger drivers in the downward trend.

Chickens' popularity as a protein shows no sign of abating, and is perceived widely as a convenient, versatile, and healthy choice as a meal centre, or in snack format, such as sandwiches and salads to go.

**Further Processed Chicken takes the Lead**

Processed chicken products have overtaken portions/cuts in terms of market share over the last 5 years, in tune with premiumisation of the chicken category. A look at supermarket shelf or butchery counter, will reveal added-value products jostling for space with primary cuts. Marinated chicken legs to breasts wrapped in parma ham. Adding a dressing adds value and extends the appeal to busy and increasingly adventurous consumers.

Whole bird sales, meanwhile, have grown in value and retained their market share. Representing a turnaround driven by the cooking revival and demand for higher welfare chicken.

2007 – Whole birds (477m) – Portions/Cuts (789m) – Further Processed (844m)
Whole Birds in-depth
Looking at the whole bird sales of chicken, a transfer from frozen to fresh continues, representing the wider trend of upgrading in the chicken category. Growth is noted in sales of cooked whole birds, with rotisserie chickens a popular and convenient choice at supermarket deli counters and butchers' shops.

Chicken Portions in Depth
Transferenence of share from frozen to fresh is also steady for chicken portions, with higher welfare chicken, again the fastest growing sub category. Cooked portions are in growth phase, and are an increasingly popular healthy snacking option to eat on their own or as a convenient and versatile addition to salad or sandwiches.

Growth in cooked chicken strips and chunks was accelerated by the popular atkins diet, but this outlived the waning diet phenomenon on supermarket shelves.

Further Processed in Depth
Further processed chicken – fresh and frozen has shed its fatty skin to meet demand for better quality, healthier products, adding value along the way. The increased number of new products addressing demand for convenience has probably helped the growth in this category.

Convenience is the second biggest New Product Development claim, after additive-free.

At the budget end of the market through the retailers premium own label lines, processed poultry products have been stripped of artificial colours, flavours, preservatives, and trans fats, and had their salt and fat contents lowered. Children's products have been reformulated with healthier recipes, in new appealing and fun formats, such as 'jungle shapes' with 100% chicken breast.

Coatings, toppings and marinades have become more sophisticated, attracting provenance labelling of their own, to tell the provenance story, such as Cornish butter to Parma Ham.

Burgers have lost out to alternatives that are viewed as more natural and wholesome, such as chargrilled chicken breasts. This trend extends to the barbecue sector, which has evolved into a lucrative sub-category.

The Future
Chicken occupies a solid market position, expected to continue growing in value, aided by free-range and added-value lines. High feed prices and regulatory costs present the main stumbling blocks to future volume growth.
In addition to rising prices, another key factor driving value growth is increased interest in provenance and welfare amongst consumers. This has resulted in consumers trading up to higher value, free-range poultry products. This trend towards higher welfare birds is set to
continue.

ABC1s are key consumers of free-range poultry – number is rising.

**Product Positioning**

More consumers could be persuaded to trade up to free-range or even organic birds, if greater emphasis was placed on the cost effectiveness of whole birds over portions.

Free range – whether chicken, duck or guinea fowl, is not necessarily beyond the price reach of less-affluent consumers, and many have been persuaded to trade up. This trend is expected to continue as free range becomes more widely available. The differential between whole birds, from conventionally reared to free range and even organic poultry, is relatively small in comparison to the price point variation between whole birds and fillets. For example chicken fillers from conventionally reared birds cost over double the price (per kg) for a whole organic chicken.

**Companies and Products in UK.**

**Faccenda Group**
One of the UK’s biggest chicken processors- Faccenda processed over 2 million birds per week through a fully integrated operation based in Northants.
Faccenda supplies a full chicken range, including value-added lines into supermarket own labels and the restaurant trade.

**Grampian**
In recent years its poultry division has focused on developing its free-range and organic poultry. - Introduced a new convenience driven chicken crown – carries the red tractor label.
Grabits – Chicken on a stick represents Grampian’s foray into the hand held snack market. The low calorie, low-fat product is available in Original, Nice & Spicy and Chinese variant, and stocked in forecourts, convenience stores and other independent retailers.

**Iglo Birds Eye** - *In 2006 acquired from Uniliver for £1.1 billion.*
Biggest frozen food processor in Europe, UK division sales valued at £520 million.
Had to tackle negative perceptions of frozen food head-on, following greater interest in health and children’s diets, particularly in recent years, by highlighting the absence of any artificial ingredients in its products.

Its children’s range includes – Chicken Dippers, burgers, bites, griddlers, and recent additions such as Chicken and Vegetable space shapes. Including coated chicken, Cajun, Peri Peri Charll, Honey and Mustard and cracked papper, Chicken lattice in bacon and cheddar cheese and cheddar cheese and broccoli styles.

The simply chicken features whole breasts in a variety of formats such as Kiev or battered. Birds eye diversified into healthy ready meals with a new, Eat positive range, The range targets 25-45 year old females, and offers chicken and fish dishes rich in Omega 3, antioxidants, vitamin c and folic acid.
Kerry Group – Fridge Raiders

Llody Maunder -
Plans are in place to expand its production of higher welfare birds, which already account for over 60% of production. Freedom food accredited chicken is set to become its biggest category with trade in high welfare chickens boosted by the Hugh Fearnly-Whittingstall and Jamie Oliver TV programmers. - FF production is expected to rise from 75,000 chickens per week to 250,000 by August, representing a 330% increase.

Llody Maunder embarked on an ad campaign, celebrating 50 years of chicken production and promoting its Devonshire Red brand.

Moy Park
Vertically integrated, Moy Park claims to be one of the few companies in Europe offering three generations of stock, and operates its own hatcheries and further processing facilities. Recent additions to their value added range include – Chinese Style chicken breasts, Garlic and Herb breaded mini fillets, garlic butter kiev, mango and chilli chicken breast filled, pork sage and onion stuffed chicken thighs in gravy and roast natural profiled slices.

Cargill – Supplies over 80% of Chicken nuggets served in UK McDonalds.
Sun Valley (Cargill) Kids Chicken breast chunks in breadcrumbs for Sainsbury’s was recognised at the 2006 quality food awards, winning the children’s award for its low saturated fat and sugar content, with no artificial ingredients or hydrogenated oils.

Trade Bodies
British Chicken Marketing – www.greatbritishchicken.co.uk

British Chicken Marketing is a promotional entity representing the interests of British Poultry Council and NFU members.
Over the last year, its strategy has shifted towards tackling industry issues such as bird flu and factory farming head-on, although former British Olympic champion has been signed up to promote chickens healthy credentials.
Competitions tied in with sporting events and charitable initiatives and Point of Sale material for supermarkets and butchers shops are among BCM’s activities over the last year.
The campaign did include Press ads, representing stepped up activity to combat negative press over the high fat content of some chickens and bird flu.

Launched a national competition, offering 10-16 year olds the opportunity to attend an elite sporting academy for a week. Promoted in press, posters, leaflets in butchers shops and POS in supermarkets. It also launched a fundraising partnership with the British Heart Foundation.

Roast a British Chicken weekend is held annually in March, to boost whole bird sales at the end of the winter season, backed by POS material in supermarkets.
Brand Communication and Promotion

Revived sector adspend, up 90% over last 2 years to £3.7 million, has seen manufacturers repositioning processed products in a healthier context, and countering the bird flu impact.

Convenience chicken products aimed at younger consumers dominated above the line spend in 2007.

Adspend on the poultry sector, following 2 years of low ad-spend in 2004, 2005, has since revived as manufacturers reposition processed products in a healthier context – ie strippwys of artificial ingredients, and seek to repair potential damage from the bird flu outbreaks.

Expenditure as a percentage of sales remains low, as the bulk of poultry sales accounted for by own labels, but Birds eye and Bernard Matthews are among the few big poultry brands.

Youth-targeted convenience products lead spending

Convenience chicken products dominated above the line ad spend in 2007, with Kerry foods launching a new flavoured snack onto the market and Birds eye focusing spend on its 100% chicken breast dippers product aimed at children.

Mattersons raids top spot -

Mattersons, part of the Irish Kerry groups, speciality poultry sub division, made the biggest splash in above-the-line poultry spend, to back its Fridge raiders chicken product. Aimed at younger consumers the 'Carnivorous World' ads feature a young man who grows long hair and beard and extended canines when he begins eating the snack, to the shock and then arousal of his girlfriend.

Birds eye – Abbot Mead Vickets. BBDO – appointed to handle Birds eyeds £15 million advertising account covering 170 products. Following on from a £21 million investment in highlighting the quality of frozen Birds eye food. - The Good Mood Food TV Campaign, starring madness man suggs, continued in 2008 with the new Eat Positive healthy, frozen, ready-meals range.

In 2006, a national door-drop campaign advantageously contracted the fat content of its new product with competitor Bernard Matthews, the leaflet in the style of a school book complete with drawings and teachers markings also featured a discount voucher.

Bernard Matthews – 4 week tv campaign tied with Film release of Spiderman 3 – superfood for superheroes on pack promotion on cooked meat and frozen family products.

Post bird flu – invested further £2.5 million in its turkey today campaign, highlighting every opportunity for turkey, links with Olympic swimmer Sharon Davies in advertorials and on its website.
Fast Food Chains spend big on Poultry

McDonalds promoted its Premium chicken menu range with two tv spots, showing far fetched scenarios involving people trying to get a bite.

KFC introduced a tv campaign for its wrapstar tortilla with chicken, cheese, salsa and salad. Focusing on convenience by suggesting life is messy enough without having to worry about a messy lunch as well.

Consumers

Families are most likely to be heavy consumers of poultry, particularly those with younger children, while younger people in general are also poultry enthusiasts.

Greater emphasis on poultry's health credentials and versatility could boost its popularity among infrequent consumers, including the elderly (101 recipies for chicken campaign...)

Smaller households are less likely to buy whole birds than families, convenience is key for singles and the development of individual portions is likely to help elevate the frequency of poultry consumption amongst those consumers. A whole bird may be more than smaller households need, but chicken fillets are viewed as too expensive, consequently smaller cuts of chicken may appeal to single person households.

Research on attitudes to poultry shows that perception of poultry as healthier than red meat tails off among those aged 65+ years. Only around 33% of 65+ consumers claim that poultry is healthier than red meat, whereas on average 42% suggested it is.

This offers a challenge for manufacturers to communicate the nutritional value of poultry to the elderly. Greater emphasis on poultry's health credentials could boost the frequency of its purchase among older hoppers. Chicken should be highlighted as a versatile and vital addition to any meal, with its nutrients broken down in terms of how each combat the effects of age on the body.
Appendix 9.0: Kenya Language


The base of the mountain lies at some 5,250 feet (1,600 metres). At the 8,000-foot (2,440-metre) contour, the circumference is approximately 95 miles (153 km). Sheng is another language you may hear in Kenya. Sheng (the word coming from a combination of the words Swahili and English) is a language that has grown out of Nairobi that is used almost exclusively by the younger crowd. It is a mix of Kiswahili, English, and the Bantu tribal tongues. Sheng is regarded almost as a secret language of the youth, and when spoken by a tourist, it is sure to impress any young adult in any big city. It is hard to differentiate from Kiswahili without knowing the language, but it can still be fun to substitute a Sheng greeting for a Kiswahili greeting if you run into a young adult. Common Sheng greetings are: “Sasa?” which is answered by “fit” or “fiti,” and “Mambo?” (or “Mambo vipi?” or just “Vipi?”), which is answered by “poa.”

What follows is a list of Kiswahili vocabulary that will allow you to have a working knowledge of the language. This could be useful to get you out of a fix, order food, or just impress a local.

Pronunciation: One of the reasons Kiswahili is not a difficult language is that it is very grammatical and pronunciation never changes from word to word.

A as the ‘a’ in ‘father’
E as the ‘e’ in ‘best’ or the ‘a’ in ‘hay’
I as the ‘ee’ in ‘bee’
O as the ‘o’ in ‘cold’
U as the ‘ou” in “you”
Dh as the ‘th’ in ‘this’
Ng’ as the ‘ng’ in ‘sing’

All other consonants require no explanation.

Greetings and Civilities:

Greeting is extremely important in Kenyan culture. Before talking to anyone, it is polite to greet them first. After a greeting, some Kenyans may even carry on with small talk for ten good minutes before getting to the topic at hand.

Welcome Karibu

How are you (greeting a singular person)? Habari yako? or Habari gani?
How are you (greeting many people)? Habari zenu? or Habari gani?

I’m fine Nzuri, Salama, or Njema

What is your name? Unaitwa nani?

My name is _____ Ninaitwa ______

Where are you from? Unatoka wapi?

I’m from _____ Ninatoka shiut_____

Where do you live? Unakaa wapi?

I live in _____ Ninakaa ______

Thank you very much Asante sana

Yes ndio

No hapana

Goodbye fkawaheri

At the restaurant:

Vegetables and Grains:

beans (pinto, kidney) maharagwe

cabbage kabichi

carrots karotí

cassava muhogo

kale sukuma wiki

lettuce salad

onions vitunguu

potatoes viazi

rice mchele

tomatoes nyanya

vegetables (greens) mboga
Meat:
beef - nyama ya ng’ombe
goat - nyama ya mbuzi
kebabs - mushkaki
meat - nyama
mutton - nyama ya kondoo
pork - nyama ya ng’uruwe
crab - kaa
fish - samaki
lobster - kamba
chicken - kuku
Fruit:
bananas - ndizi
coconut - nazi
dates - tende
fruit - matunda
guava - pera
limes - ndimu
mangoes - maembe
oranges - machungwa
papayas - paipai
passion fruit - pashoni/ passion fruit
pineapples - mananasi
sugar cane – miwa
Other useful words and phrases:

- boiled - chemsha
- bread - mkate
- butter - siagi/ blue band
- cold - baridi
- cup - kikombe
- eggs - mayai
- food - chakula
- fork - uma
- fried - kaanga
- hot - moto
- hot(spicy) - kali
- knife - kisu
- napkin - kitambaa
- pepper - pilipili
- plate - sahani
- raw - mbichi
- ripe - mbivu
- roast - choma
- table - meza
- salt - chumvi
- spoon - kijiko
- soup - supu
- sweet - tamu
- without meat - bila nyama
Appendix 10.0 Interview Guide

Section 1 – Consumer Demographics

Location?
Age?
Salary?
Profession?
Sex?
Living With...how many people?
University graduated?
RELIGION - MUSLIM, HINDU, CHRISTIAN
CHILDREN IN FAMILY?

INCOME LEVEL PER MONTH (Kshs)
0 – STUDENT
0 – OTHERS
0 – 15,000
15,001 – 50,000
over 50,000

HIGHEST LEVEL OF EDUCATION
None
Some Primary
Some Secondary
Some University

EMPLOYMENT STATUS
Formal
Self
Unemployed
Student

GENDER Male - Female

What is the most widely available meat?
Would would make you consume more chicken?
When shopping, what influences your chicken purchasing decision?
What is more expensive Chicken or Beef?
Which is the healthiest meat?
Do you watch TV? If so what?
Are you careful with eating too much?
Do you care about the nutritional content of food?
Where do you usually shop?
Do you make the purchasing decisions?
Do you physically purchase your or your families main meals?
What determines your weekly meal choice?

**A Kenchic Loyal?**
Of your last 5 chicken purchases in butchers or supermarket, how many were Kenchic?
If 4 of out 5 were Kenchic then LOYAL
If 3 or less of last 5 were Kenchic then NON LOYAL

**Types of Meat normally eaten?**
Turkey/Duck, Fish, Mutton, Pork, Broiler Chicken, Indigenous Chicken, Beef

**Frequency of Meat Consumption**
Daily, 2-6 Times in a week, Once a week, once every 2 weeks, 2-3 Times a month, once a month.

**Perception of Meat Types – For each meat.**
- It is truly different from other types of meat
- Is for people like me
- Is good value for money
- Is getting more popular nowadays
- Is ideal for a great meal
- Is a type of meat that I would like to consume for regularly
- Is a healthy source of protien
- Is a type of meat I have a high opinion of
- Has a highly appealing taste
- I am eating it more often these days
- Is good to be seen eating
- Is for all occasions
- Is for those who want to stand apart and be noticed
- Transforms a good meal into a great Meal
- Tastes better than other types of meat
- Makes the meal look classy
- It excites you about the possibilities of the meal
- Is worth paying a bit more for
- Is good to enjoy with friends
- Is the type of meat my family prefers

**What Chicken brands are you spontaneously aware of?**

**How often would you purchase this?**

Now I would like to understand more about the needs and desires that you had in each of these occasions. Which of these statements best describes WHAT YOU NEEDED OR WANTED overall on this occasion
Provide Balanced Nutrition
Feed/Nourish my body
Feel connected with family/ bring together friends and family
Please my family or friends
Satisfy a craving, desire for food
Fulfil my household responsibility
Feel happy/in a good mood
Feel better about myself
Give myself a reward, treat
Ensure good, healthy growth of my kid
Make the ordinary meal more special
Show to guests that they are important
Lift my spirit
Show my cooking skills and gain recognition as a good cook
Enjoy the traditional dishes
Pamper my child, but not spoil him/her
Experience new recipes/dishes
Re-live the 'old' days

Which of these statements best describes what you needed or wanted for yourself or others from the chicken served on this occasion

Helped me show affection to others
Included variety to satisfy the different preferences of many people
Was a meal without red meat
Helped prevent illness or deterioration of the body
Brought my friends together
Was well liked by my partner/friend/spouse
Reflected my style
Provided the best meal to the guests

Attitudes and Beliefs

The whole point of my life is to enjoy myself thus i eat everything that I like
Meals are important times for my family to sit down together and reconnect
I treat myself to indulgent foods as a reward for accomplishing something
I go out of my way to ensure that my family eats healthily
For me, eating is mostly about relieving hunger
I seek out a lot of information about nutrition and healthy eating
Preserving food traditions and culture is very important to me
When shopping for food, price is the most important factor for me
I often search for products that are low in cholesterol
I try to cook a balanced diet but find it hard to maintain this trend
I often search for products that are with reduced fat
I only eat foods that have been prepared according to my religion
There are some foods I don't cook because they are against my culture
I prefer that are fresh and directly from the farm
Eating for me is about what we can afford
I am nowadays cooking more white meat for my family than before
I go to the gym more often nowadays
I feel proud when my family/guests/friends share a good comment about my cooking.

Location of Consuming Chicken outside home?

In a bar
In a club
Hotel
In a restaurant
In a fast food place
At an outdoor function
Other

Parts of Chicken Purchased most often

Whole
Drum Stick
Breast
Gizzards
Wings
Legs
Necks
Back

What place do you normally buy chicken for consumption at home?
Neighbourhood Shops/Counter Service/Duka
Kiosk, Supermarket
Canteens/Eateries
Market, Butchery
Hawkers/Travelling Vendors
Filling Stations, Commercial Chicken Farmers

Cooking methods used in Household to prepare Chicken

- Fried
- Grilled
- Stewed
- Roasted
- Boil
What about these reasons for not buying Kenchic Brand for home consumption?

Chicken is not good because of the broiler injection
It smells bad
It is too classy
The meat is not tough enough
It is too fatty/too much fat
Not good for my cooking method
It is not healthy
It is not popular
It is not available/not easily available
It is expensive

NEW FROZEN/CHILLED READY MEALS?

Would this interest you?
Portion Size?
Menu Choice?
Price?
Outlet

Kenchic Inn Questions
How often do you eat in fast food restaurants per month?

What is the name of your favourite fast food restaurant?

What is the main reason this is your favourite fast food restaurant?

When going for fast food, what is your favourite type of food and drink?

What is the reason?
What would you like to see improved to fast food restaurants?

Current Perceptions of Chicken? Agree, Disagree & your feelings?

- Kenchics are injected with Steroids – OR BROILER CHICKENS
- Kenchics grow too fast, therefore they must not be natural - BROILER
- Kenchics are farmed in poor conditions – BROILER CHICKENS

- When do you eat Kenchic chicken?
- Do you know all the places that are actually supplied by Kenchic?
- Do you know what Grandparent stock means?
- Do you understand Biosecurity?
- Kenyans dont cook flavoursome food
• Broiler chicken is too expensive
• Chicken isn't THAT healthy

Reality

Just like a human, a happy chicken if treated well, under good conditions with Thrive.

The best hotels, restaurants even Gallitos and Chicken Inn are all using Kenchic. Did you know this?

Discussion Points

Talk about PRICE
SIZE/WEIGHT
FRESHNESS
BRAND
PACKAGING
FROZEN
CHILLED
BONELESS
PORTIONED/WHOLE

Awareness of Halal?

What do you understand by the term HALAL?

Would it improve your perception if you knew you were eating chicken?

Awareness of Bird Flu

What does the term Bird Flu Mean to you?

If there was an outbreak of bird flu, would this affect your chicken consumption?

Would you feel happy to buy Chicken in supermarkets?

Do you realise you can't catch bird flu from eating cooked chicken?

Other Health Issues of Chicken?
FARM TO FORK

Have you heard of the farm to fork phrase?

What does it mean to you?
Show the Current FARM TO FORK ADVERTISING

How do you feel about the farm to fork concept?

After reading about Farm to fork would you feel happier about buying Kenchic?

How do you feel this concept could be best promoted and described?

What about a Cartoon?

What about the creation of a Logo which was placed on all Packs?

Show Detail. CARTOONS and HIGHLIGHT NEW LOGO

If this logo was placed on the packs how would you feel?

Ask again what it means to you?

Does this help clear up the definition to you?

Would it make you more likely to purchase Kenchic knowing FARM TO FORK?

HOW DO YOU FEEL ABOUT UNBRANDED CHICKEN AFTER SEEING THIS AD?

DO YOU THINK THE PRICE DIFFERENCE IS JUSTIFIED BETWEEN BROILER AND UNBRANDED CHICKEN?

WHAT DO YOU UNDERSTAND ABOUT THE BENEFITS OF KNOWING THE PARENTS AND GRANDPARENTS OF THE CHICKEN?

How would you improve the story board so far?

Does this make the concept clear to you?

If we put farm to fork logo on all out products would this help you know which chicken to buy?

We are thinking of putting the farm to fork description in more of our advertising, how you do feel this could best be attempted?

Is simplifying the concept in a cartoon form a good ideas?

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William Hanrahan
Advertising Awareness

Which poultry company have you seen/heard advertising of?

Media channel saw/heard/read/ advertising for Kenchic

Radio
TV
Newspaper
Magazine

What mediums would you most like to see Kenchic Advertising?

Billboards

Newspaper

A Magazine OR BROCHURE?? YES!!

Kind of need some feelings based on this to then move forward.......
Concept Magazine –
1. Front Page – Design, Like a Glossy Magazine – Same as Hello or Ok magazine – KUKU (with big 3d glossy Photo of the chicken)
2. Caught eating Chicken today – Celebrity/ Photos in Store
3. The History of Kenchic and Chicken Eating
4. Raising awareness of the Farm to Fork Concept – Cartoon
5. Simple Recipes
6. Readers Column about Favourite Chicken Recipes
7. Health Advice about Chicken
8. Chicken vs Beef – The Facts
9. Chicken Cooking Tips
10. Cooking Thawing and Freezing Tips
11. Encourage Healthy Lifestyle Advice
12. New Chicken Sausage Advert – Like a Smokie Ad
13. Interviews with the Stars
   Azar Anwar
   Humphrey Kayange
   Catherine Nderba
   Inspekta Mwala.
14. Kenchic Inns – Photo of the New Inn
15. Interview with the new Inn owner
16. Advert about the New Inn – If you want to open one
17. Kenchic Inn Menu
18. Locations of all Kenya’s Kenchic Inns
19. Nakumatt Advert – Full Product Range Advert, Special Offers and New Products and all Locations of Nakumatt
20. Innscorp Ad – Promoting Chicken through Galitos + Chicken Inn
21. Discount Voucher for Kenchic Products – Could be promoted on front page
22. Advertise the Mobile Van
23. Feedback, Comments and Suggestions
24. Kids Section
25. Funny Chicken Jokes
26. Crossword based on Farm to Fork key concepts
27. Word Search based on Cuts of a Chicken
28. Colour Kenchic - Film Star Kenchic / Royal Kuku

Talk about Whole Contents – Every section talk about. And give concept examples where available, ask for comments, suggestions, feelings before and after reading.

How do you feel about this magazine
Would you read this?
Where would be the best place for you to be able to obtain it?
What words would you describe the concept magazine?

FINAL THOUGHTS – CHECK LIST FOR ALL SECTIONS
TIME EPAPSED?
RECORDER OFF.
FINISH
Appendix 11.0 Magazine Content Samples

**FIVE TIPS FOR A HEALTHY LIFESTYLE**

1. **STOP SMOKING.** This is the single most important factor in improving the quality of your health. Smoking is linked to a host of serious diseases, including cancer, heart disease and stroke. If you are a smoker, stopping should be your first priority.

2. **DIET.** The word "diet" need not imply calorie counting and constant hunger! The main principle is to cut down on foods rich in saturated fats and replace them with more healthy alternatives. High concentrations of saturated fats can be found in foods such as dairy products, red meat, cakes, confectionery, butter, margarine and cooking oil. Healthier alternatives include cereals, pasta, rice, fruit, vegetables, pulses, nuts, olive oil, salad and oily fish. Current recommendations include eating five portions of fruit and vegetables per day, and to eat oily fish once or twice a week. You should try to drink six glasses or water per day. Try not to add salt to food - most prepared foods contain more than enough for your daily needs and too much salt can raise your blood pressure.

3. **ALCOHOL.** Alcohol in moderation can actually be good for you. Some experts say that drinking a glass of red wine a day can reduce your risk of developing coronary heart disease. You should keep your alcohol consumption below 2-3 units per day if you are a man, and below 1-2 units per day if you are a woman. One unit of alcohol is contained in a glass of wine, a single measure of spirits, and in a half-pint of normal strength beer.

4. **EXERCISE.** Keeping physically active is a very important part of a healthy lifestyle. Some people spend a few hours per week in a gym, but you don't necessarily need to spend a lot of money to keep active. Cycling, swimming, jogging or even a brisk walk can all serve as providing you with healthy exercise. As one gets older, keeping active helps prevent
osteoporosis (thinning of the bones) and osteoarthritis (wear and tear of the joints), as well as reducing your risk of developing high blood pressure and heart disease.

5. **REDUCE STRESS.** These days, we all suffer from various degrees of stress. Balancing work and family lives can be difficult, and financial and social difficulties can make life a struggle. Try to recognise when you are suffering from stress. Common symptoms include headaches, irritability, difficulty sleeping and poor concentration. Sometimes people find that they are smoking more or drinking more alcohol to ease their stresses, but this is a dangerous path which can lead to severe health problems. There follows a few ideas to help:

• Identify the cause of your stresses and try to tackle them.
• Try relaxation techniques, such as deep breathing exercises.
• Talk to family or friends about your problems.
• If your symptoms are worsening despite your best efforts, consult your doctor.
Assured Farm 2 Fork Standards

Kenchics Farm2Fork standards - These standards are independently audited to assure customers that chicken is produced safely, with the welfare of chickens in mind. The standards require production methods, stocking rates and staff training above and beyond legal requirements.

Kenchic is the only poultry operation in East and Central Africa with a grand parent operation. Kenchic Ltd has five breeder farms where they house the grand parent stock. The farms are 100% bio-secure and quarantined

Proper vaccination of all the breeder flock is strictly observed with blood testing done both locally and internationally and a very thorough breed management program followed. The vaccination program targets not only the protection of the parent flock but also the day old chicks. The maternal anti-bodies are passed on to the day old chicks, which raises the level of disease resistance.

To be able to serve our chosen markets effectively, Kenchic has two commercial hatcheries and one parent stock hatchery. International hatchery standards operating procedures are in place and are sent to both local and international laboratories to ensure only the highest quality chickens are sold to the market.

Day old chicks - Quality chicks, some say, start with a quality egg, while others insist is starts with the parent stock. Kenchic Ltd knows that for a quality chick, one must be willing to go the extra mile, that's why we start with the grandparent stock, to ensure the chick is of the highest quality and accustomed to the regions environment and climate

When buying chicken always look for the Farm2Fork logo - because not all companies operate to the high Kenchic standards of production and assurance. Chicken carrying the Farm2Fork Logo show the chicken has been farmed and processed by Kenchic in Kenya. the Farm2Fork Logo ensures you are buying an ethically-produced chicken, and that you are buying Kenyan. For more information, visit www.farm2fork.com

Kenchic are committed to improving the standards of food production.

The Farm2Fork chicken standards – covers all aspects of chicken production, including key issues such as bird welfare, housing, feed, farm bio-security and health and hygiene.

There are standards for chicken production. The standards set meet the minimum prevailing legislation for that system plus some additional requirements of good agriculture practice. The strength of the Farm2Fork system is the regular expert independent inspections of all farms to ensure that the standards are being adhered to.
Farm2Fork standards are kept under constant review. The scheme works closely with the industry and listens carefully to consumers and the underlying science and research to ensure that standards support effective and scientifically sound rearing techniques to bring to the public chicken that is safe to eat and has respect for the health and welfare of the birds. Over the years, Farm2Fork has set the standards that have taken the industry forward at a pace that is commercially sustainable.

The production system will have implications for the costs of producing the chicken and the retail selling price. The Farm2Fork logo is an established symbol of quality, affordable food which also includes a statement of origin.

**Common misconceptions about standard chicken production:**
Argument that more space + access to outdoors = good welfare; is a gross simplification. Clearly it is possible to have poor welfare in lower density systems. e.g. a free range unit can have bad stockmanship; bad animal disease control and bad food safety controls.
Chickens for meat are *never* grown in cages. ‘Battery’ systems are only used for egg laying hens.
Chickens are *not* routinely fed antibiotic growth promoters.
Chickens are *not* routinely fed with hormones.

**Forget Beef, Chicken is In**

Red-meat addicts, it’s time for a dose of reality. A recent 10-year study, the European Prospective Investigation into Cancer and Nutrition, found that guys (and girls) who eat just 10 oz (283 g) of red meat a week are more likely to develop colon cancer than guys who don’t. Not a nice thought.

White meat is much better for you than red -- that’s a well-known fact. As such, chicken is a great alternative to red meats. It’s low in fat and it’s pretty tasty if it’s prepared correctly.

Chicken is a great source of protein.

If there is one word that describes chicken, it is versatility. Roasted, broiled, grilled or poached, and combined with a wide range of herbs and spices, chicken makes a delicious, flavoursome and nutritious meal. It is no wonder chicken is the world’s primary source of animal protein and a healthy alternative to red meat. It is available to enjoy throughout the year.
Nutritional Profile

Chicken is a very good source of protein and niacin. It is also a good source of selenium, vitamin B6 and phosphorus.

<table>
<thead>
<tr>
<th>Nutrient</th>
<th>Amount</th>
<th>DV (%)</th>
<th>Density</th>
<th>World's Healthiest Foods Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td>tryptophan</td>
<td>0.39 g</td>
<td>121.9</td>
<td>9.8</td>
<td>excellent</td>
</tr>
<tr>
<td>vitamin B3 (niacin)</td>
<td>14.41 mg</td>
<td>72</td>
<td>5.8</td>
<td>very good</td>
</tr>
<tr>
<td>protein</td>
<td>33.79 g</td>
<td>67.6</td>
<td>5.4</td>
<td>very good</td>
</tr>
<tr>
<td>selenium</td>
<td>28.01 mcg</td>
<td>40</td>
<td>3.2</td>
<td>good</td>
</tr>
<tr>
<td>vitamin B6 (pyridoxine)</td>
<td>0.64 mg</td>
<td>32</td>
<td>2.6</td>
<td>good</td>
</tr>
<tr>
<td>phosphorus</td>
<td>242.68 mg</td>
<td>24.3</td>
<td>2</td>
<td>good</td>
</tr>
</tbody>
</table>

This chart graphically details the %DV that a serving of Chicken provides for each of the nutrients of which it is a good, very good, or excellent source according to our Food Rating System.

A Very Good Source of Protein

People who are meat eaters, but are looking for ways to reduce the amount of fat in their meals, can try eating more chicken. The leanest part of the chicken is the chicken breast, which has less than half the fat of a trimmed T-bone steak. The fat in chicken is also less saturated than beef fat. However, to further reduce the fat content of your chicken, it is best skinned before cooking.

Protein Protects Against Bone Loss in Older People

Studies show that some sections of the population, especially older people, have poor protein intake. But protein may be important in reducing bone loss in older people. In one study, the 70- to 90-year-old men and women with the highest protein intakes lost significantly less bone over a four-year period than those who consumed less protein. Animal protein, as well as overall protein intake, was associated with preserving bone.

Chicken’s Cancer-Protective Nutrients

Chicken is a very good source of the cancer-protective B vitamin, niacin. Components of DNA require niacin, and a deficiency of niacin (as well as other B-complex vitamins) has been directly linked to genetic (DNA) damage. A four-ounce serving of chicken provides 72.0% of the daily value for niacin.
Chicken is also a good source of the trace mineral, selenium. Selenium is of fundamental importance to human health. It is an essential component of several major metabolic pathways, including thyroid hormone metabolism, antioxidant defense systems, and immune function. Accumulated evidence from prospective studies, intervention trials and studies on animal models of cancer have suggested a strong inverse correlation between selenium intake and cancer incidence. Four ounces of chicken supply 40.0% of the daily value for selenium.

**Protect against Alzheimer's and Age-related Cognitive Decline**


**B vitamins for Energy**

Chicken is not only a very good source of niacin, but is also a good source of vitamin B6]. This particular mix of B-complex vitamins makes chicken a helpful food in supporting energy metabolism throughout the body.

Both of these B vitamins are important for energy production. In addition to its DNA actions, niacin is essential for the conversion of the body's proteins, fats, and carbohydrates into usable energy. Niacin helps optimize blood sugar regulation via its actions as a component of a molecule called glucose tolerance factor, which optimizes insulin activity.

**Chicken proteins show blood pressure benefits**

Proteins extracted from chicken legs may reduce blood pressure and potentially help against cardiovascular disease, according to a new study from Japan. Proteins obtained by hydrolysing meat from chicken legs led to angiotensin converting enzyme (ACE)-inhibitory activity of up to 98 per cent, according to results published in the Journal of Agricultural and Food Chemistry. ACE inhibitors work by inhibiting the conversion of angiotensin I to the potent vasoconstrictor, angiotensin II, thereby improving blood flow and blood pressure.

**Red Meat Significantly Increases Heart Attack Risk**

Results of the CARDIO2000 case-control study indicate that frequent red meat consumption significantly increases risk of "acute coronary syndrome," a label which includes greatly increased risk of unstable angina, plaque rupture, blood clot formation and heart attack. (Kontogianni MD, Panagiotakos DB, et al., Eur J Clin Nutr)

In this research, involving 848 patients and 1078 healthy age- and sex-matched controls, eating more than 8 servings of red meat a month was associated with 52% increased risk of a "cardiac event," e.g., cardiac arrest and sudden death.

Eating white meat more than 12 times a month increased likelihood of having a cardiac event by 18%. Study participants who ate 8 or more portions red meat or 12 or more portions of white meat each month had 4.9 and 3.7 higher odds of having a heart attack, respectively, compared to those with low meat intake (less than 4 portions of red meat and less than 8 portions of white meat per month, respectively).

So go on, make the switch from Beef to Chicken today!
CHOOSING & PREPARING CHICKEN

To be assured of great freshness, quality and taste choose Kenchic Pre-packaged chicken

• Look for the Kenchic Brand and Farm2Fork logo on packs and you’ll know that you’re getting fresh local birds that are fully traceable back to our independently-inspected Kenyan farms.

• Check the use-by date to make sure it is absolutely fresh

At the butcher’s

• Ask your butcher if it is Kenchic chicken

• Choose a whole bird with plump breasts

Preparing Chicken

• Always wash your hands before and after preparing raw or cooked chicken

• Ensure that kitchen surfaces and utensils are cleaned with a hot soapy cloth and appropriate cleaner

• Use different utensils and chopping boards to prepare raw and cooked chicken

For more information, visit www.farm2fork.com
Cooking a Whole Chicken

- If cooking a pre-prepared chicken product or ready meal, always follow the manufacturer’s instructions and if frozen, check if it can be cooked from frozen or whether it must be thawed first.

- Preheat oven to 190°C / 375°F / Gas Mark 5. Place chicken in a roasting tin and cover loosely with foil. Cook for 20 minutes, plus an additional 20 minutes per 500g (1lb) of the bird’s weight. Remove foil for the last 30 minutes of cooking to brown.

- If you wish to stuff the chicken, take extra care to ensure the bird is completely cooked, or bake the stuffing in a separate dish.

- Always cook chicken fully, not medium or rare. If using a meat thermometer, the internal temperature should reach 180°F for whole chicken, 170°F for bone-in parts and 160°F for boneless parts.

- To check if it is fully cooked, pierce the plumpest part of the chicken with a fork; the juices should run clear — not pink — when the fork is inserted.

- If leftovers are to be reheated, cover to retain moisture and to ensure that chicken is heated all the way through.

- Chicken should be stored in the coldest section of your refrigerator. If the store packaging is intact and secure, store it this way since this will reduce the amount of handling. Yet, if the packaging is not secure, and it seems as if the chicken liquids will leak, rap it securely before storing. This is very important to make sure that the chicken does not contaminate other foods in the refrigerator. Refrigerated raw chicken can keep for two to three days.

- To freeze chicken, remove it from its packaging, wash it and then pat it dry. Using either aluminium foil or freezer paper, wrap the chicken parts carefully so that they are as airtight as possible. Well wrapped frozen chicken can keep for about one year.

Cooking a Whole Chicken

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The History of Chicken

– Chicken is a very popular food in this country as well as throughout the world. And no wonder since it is delicious, nutritious and can be prepared a multitude of ways. From southern fried chicken to barbequed chicken to tandoori chicken to homemade chicken soup, chicken is appreciated and valued by people of all ages as well as by diverse cultural culinary traditions.

– In Latin, the scientific name for chicken is *Gallus domesticus*.

– The practice of raising chickens for food is ancient, with the first domestication of poultry thought to have occurred in southern Asia over 4,000 years ago. The popularity of eating chickens has fluctuated throughout history; at times, chicken has been thought of as a luxury item, while at other times, it has fallen into disregard and obscurity.

– During the early history of the United States, the settlers brought chickens with them from Europe. While at first, chickens were raised by individual families for their own consumption, as the developing towns expanded and flock sizes increased, surplus chickens were sold or bartered for groceries. While the development of modern refrigeration methods and more rapid transportation in the late 19th century increased poultry production, it was not until after World War II that developments in raising poultry increased, making chickens more available, and more popular, throughout the country.

– Today, the leading producers of poultry are China, the Russian Federation, the United States, Brazil, Japan and Mexico.

For more information, visit [www.farm2fork.com](http://www.farm2fork.com)
Readers Chicken Tips

• A lower to moderate cooking temperature will produce a juicier chicken, since more fat and moisture are retained. - Grace, Westlands

• To tenderize chicken and give it a unique flavor, try basting it with a small amount of white wine as it cooks. - Millie, Hurlingham

• Freeze leftover chicken broth in ice cube trays, then keep the cubes in a plastic bag in the freezer. When a recipe calls for chicken bouillon cubes, thaw out in the defrost cycle in the microwave. - John, Lavington

• To save dollars, purchase whole chickens and cut them up. Freeze the sections that you want together. Maureen, Donholm

• After flouiring a chicken, chill for one hour. The coating will adhere better during frying. David, Naivasha

• If you add a few slices of lemon to stewing chickens they will be more tender.

• If you must baste a chicken, never use butter. Just place a few bacon strips across the breast. Harrison, Westlands

To appear in the next Edition of KUKU! Please send us your Chicken Tips to kuku@kenchic.com

or Send them to KUKU! Kenchic Sales and Marketing, Libra House, Mombassa Road
P.O Box, 20052-00100, Nairobi, Kenya, Tel +254 (020) 2060422
STORING & THAWING CHICKEN

• Raw and cooked chicken should be stored separately at all times

• Never leave cooked chicken at room temperature for more than two hours. If not eaten immediately, cooked chicken should be kept either hot or refrigerated

• Fresh or frozen chicken should be put away in the fridge or freezer immediately on getting home

• When storing in the fridge, remove the plastic wrap from the chicken and cover it loosely, so that air can circulate around the bird

• Chicken should be frozen on the date of purchase and the freezer must have four stars for the chicken to be safely kept frozen: ready frozen chicken is safe to keep frozen for up to three months, while cooked chicken can be frozen for up to two months

• Thaw frozen chicken in its wrapping and in the fridge, never in a warm place. Never refreeze thawed chicken

Thawing times

<table>
<thead>
<tr>
<th>Weight of chicken</th>
<th>Thawing time (in the fridge)</th>
</tr>
</thead>
<tbody>
<tr>
<td>900g / 2lbs</td>
<td>24 hours</td>
</tr>
<tr>
<td>1.35kg / 3lbs</td>
<td>30 hours</td>
</tr>
<tr>
<td>1.8kg / 4lbs</td>
<td>36 hours</td>
</tr>
<tr>
<td>3.2kg / 7lbs</td>
<td>48 hours</td>
</tr>
</tbody>
</table>
Exercise for Beginners – Cardio Exercise

Get started with Cardio -Cardio exercise is important for a healthy heart and weight loss

How to Begin
Choose an activity that you enjoy. The best exercise for you is the one you'll actually do, not the one you think you should do.

Walking is a great place to start since it doesn't require special equipment and you can do it anywhere, but you can try any activity that involves some type of continuous movement like cycling, swimming, running, aerobics, rowing, stairclimbing, etc

Start with 2 or 3 days of your chosen activity a week with a rest day between workouts. Begin with a 5-10 minute warm up 2 of light cardio to gradually increase heart rate.

Increase your pace and intensity to slightly harder than comfortable and go as long as you comfortably can. Begin where you ARE, not where you want to be. You may only be able to exercise for a few minutes at a time, but that will change quickly if you’re consistent. End each workout with a cool down of light cardio and stretch the muscles you've worked to relax and keep your muscles flexible.

Each week, increase your workout time by a few minutes until you can work continuously for 30 minutes a session. Don't worry about distance or pace. For the first few weeks, focus on showing up for your workouts and building time. You have plenty of time to work on your speed and distance. After 4-6 weeks, change your routine by adding another day of exercise, increasing your pace/intensity, adding a new activity and/or increasing the amount of time you exercise.

Tips for Better Workouts

Make sure you have quality shoes for your chosen activity.
Start slowly. Doing too much too soon can lead to injuries and misery.
Try new activities. Doing the same thing can lead to plateaus, boredom and injuries
Be ready for exercise by feeding your body regularly throughout the day and by staying hydrated. If you’re sore or tired, give yourself extra recovery days if needed.
Exercise for Beginners - Flexibility

**Why you need to stretch**

Flexibility is important because having flexible muscles allows your joints to move through a full range of motion. You need a certain amount of flexibility to move smoothly, avoid muscle tension and to keep your body protected from injury.

Stretching is one way to keep the body flexible, especially the muscles that are tight as a result of bad posture. Although stretching is typically the most overlooked part of an exercise routine, it's an important one and, for many of us, the best part of the workout.

Yoga - You'll improve your performance and reduce your risk of injury. You'll reduce muscle soreness and improve your posture. You'll help reduce lower back pain. You'll increase blood and nutrients to the tissues. You'll improve your coordination. You'll enjoy exercise more and help reduce stress.

**How to Stretch**

Your best bet is to stretch after your workout when your muscles are warm and you're ready for a cool down. You don't have to stretch before your workout but, if you do, make sure you do it after the warm up. Stretching cold muscles can cause injury. When doing static stretches, don't bounce. Hold a comfortable position until you feel a gentle pull on your muscle. It shouldn't hurt and bouncing could cause you to pull a muscle. Try to hold each stretch for 15-30 seconds to get some long-term flexibility benefits. You can also stretch between strength training sets and you may want to perform light stretches throughout the day to deal with tight shoulders, neck and lower back.

When you stretch after the workout, try to hit all the muscles you used, paying close attention to any chronically tight areas.

Yoga is another way to stretch your body while also working on balance, endurance and stress relief. Adding yoga to your routine a few times a week is a nice compliment to strength training and cardio, giving you a gentle, soothing way to work your body and mind.
Exercise for Beginners - Strength Training Learn the basics of lifting weights

Strength training has a number of benefits - Not the least of which is helping you lose weight and, of course, keeping your body strong. No matter what your goals are, strength training is an important component of your exercise program and it's never too late to start.

Be sure to check with your doctor before you start lifting weights if you have any medical conditions, injuries or illnesses.

Getting Started

If you're not familiar with the basic principles of strength training, Weight Training is your starting point for learning about the rules and guidelines for lifting weights. Start with a program that works all muscle groups 1-3 non-consecutive days a week. Warm up with 5-10 minutes of light cardio or with warm up sets of each exercise using a light-medium weight. Choose 1-2 exercises for each muscle group (see below) and do 1-2 sets of 8-16 repetitions of each exercise. As a beginner, you may want to start with about 15-16 reps until you feel comfortable with the moves and build some strength. After that, you can add more weight and reduce your reps for a different challenge.

If you exercise in a gym, you may want to start with machines so you have more stabilization for the movements. Give yourself at least a day of rest (though you may need more after the first workout) to recover. Each week, add either 1 repetition and/or a few pounds of weight to each exercise to progress. Just keep your reps at about 16 or below. Once you hit 16 reps, increase your weight and drop your reps down to 10 or 12 reps. You want to challenge yourself, not kill yourself.

The first few weeks, focus on learning how to do each exercise rather than on how much weight you're lifting or how many exercises you're doing. You have plenty of time to build muscle. After 6 or more weeks of consistent strength training, you can change your routine 3 to make it more difficult.

What Exercises Should You Do?

If you don't know much about weight training, consider hiring a personal trainer to help you set up your program. You should work all of your muscle groups each week so that you avoid muscle imbalances, which could lead to injury.

Below is a list of muscle groups along with sample exercises. If you're a beginner, you only need to choose 1-2 exercises for each muscle group in the upper body and 3-4 moves for the lower body.

Biceps: bicep curls, hammer curls, concentration curls
Triceps: tricep extensions, dips, kickbacks
Lower Body: Squats, lunges, leg press machines, deadlifts, calf raises
Abdominals: crunches, reverse crunches, oblique twists, pelvic tilts

Choosing Your Sets, Reps and Weight
Choosing your reps, sets and weight can be the most confusing part of strength training. How many reps and sets you do will depend on your goals. To lose body fat, build muscle: Use enough weight that you can ONLY complete 10-12 repetitions and 1-3 sets (1 for beginners, 2-3 for intermediate and advanced exercisers). Rest about 30 seconds-1 minute between sets and at least one day between workout sessions.

For muscle gain: Use enough weight that you can ONLY complete 4-8 repetitions and 3 or more sets, resting for 1-2 minutes between sets and 2-3 days between sessions. For beginners, give yourself several weeks of conditioning before you tackle weight training with this degree of difficulty. You may need a spotter for many exercises.

For health and muscular endurance: Use enough weight that you can ONLY complete 12-16 repetitions, 1-3 sets, resting 20-30 seconds between sets and at least one day between workout sessions.

To determine how much weight you should use, start with a light weight and perform one set. Continue adding weight until you can ONLY do the desired number of repetitions. The last rep should be difficult, but not impossible and you should be able to keep good form.
Appendix 12.0 Interview Transcript 1: Respondent ID- GS

Interview Number 1
Participant ID: GS
Date: 25th June 2010
Time Start 11.42
Time End: 13.30

Appendix 13.0 Interview Transcript 2: Respondent ID- MJ

Interview Number 4
Participant ID: MJ
Date: 27th June 2010
Time Start 14.16
Time End: 16.14

Data Removed From Appendix – Available on Request from whanrahan@ymail.com
Appendix 14.0 Entire Theme Analysis

Respondents Living Situation

Living with:

- Husband, Children
- 1 Boy, 5 Orphans
- Lives Alone. Family away
- Father.
- With Mother
- Alone
- Alone
- Alone
- Alone
- with Husband and Children
- With Family, wife and kids
- Alone

This sample showed the more modern household relationship trends that exist in Kenya, and (potentially becoming more common, as they are in the rest of the world). These were Living alone, with Parents, with Children and with Partner.

The ages of respondents ranged from 23 to 54, while respondents children ranged from 1 month to 25 years old. (Amazingly this was from the same man!!)

Age & Ages in Household:

- 11, 12 - She is 30
- 31, youngest boy 4. eldest 14
- I’m 45, 10 Children. 25yrs-1 month
- 24
- 31
- 23
- 23
- 2 Children, 5 years, 2 years
- I’m 37, kids 9,8 and 1 year
- 54

Profession

- Chef
- Businesswoman - Self Employed
- Chef
- PR and Advertising
DJ and Student  
Sales - Medical Equipment  
Self Employed. I’m the life of the party, I’m a quiet guy, but without me there is no party  
Currently self employed running a magazine/ Student. Seriously id tar myself as plot giver. Knowing what’s in...What’s out, getting the info first...I’m in media  
Administration  
Coffee Roaster  
IT Consultant  
Aid Worker

The sample of professions was varied, bearing in mind Kenya's industries include processed foods, textiles, glass, and chemicals. However, agriculture is the mainstay of the economy, employing about three-fourths of the population and generating a significant amount of export earnings.

Religion  
- Protestant  
- Pentecost  
- Baptist  
- Presbyterian  
- Catholic

The majority religion in Kenya is Christianity; about 37 percent are Protestant (including Quaker) and 25 percent are Roman Catholic. About 4 percent of Kenyans are Muslim (followers of Islam).)

Although this research interviewed only Christians, it managed to get a variety of the Christian denominations. No other religions were sampled, due to difficulty in finding respondents, a suggestion for future research would be to try and include the other religions, although Muslims are still a minority - Kenchics marketing message such as Halal are targeted at this group, so it would useful to involve Muslims in future research to test out these messages.

Highest Level of Education  
- Secondary  
- College  
- Primary  
- University - BA  
- University  
- College  
- University  
- College  
- College  
- Masters
Sample represented from Primary education through To Masters level.

**Income Level in Kenya Shillings per month**

- between 0-15,000
- Around 15,000
- between 0-15,000
- Over 50,000
- Around 15,000
- Around 15,000
- between 15,000 - 50,000
- between 15 and 50
- Around 50,000

Being quite a sensitive area to ask people I think the wide boundaries made it a little easier for respondents. It is important to note that no respondents had any problems or seemed to be uncomfortable with answering this question.

**Finding Respondents**

How the sample was collected:

- Social Network
- Facebook Created – Kenchic Inn
- Distribution of Short Survey
- Friends and their Family
- Word of Mouth

Incentive – Kindly supplied by the company and well received, proved to be a useful attraction for respondents, once a few respondents heard of this they encouraged their friends to come along.

- 1.5kg Whole Chicken
- 1Kg Chicken Sausages
- 1kg Chicken Legs

**The use of incentives in research**

Although this was key to attract respondents, it was felt that some people may have felt scared to say anything bad about Chicken in fear they wouldn’t receive the chicken, some other variations on the gift idea could be considered.

**The use of Consent form**

This made the process more official, and laid out the terms of the interview well.
Consumption

Most Widely Available Meat & Why

Responses

- Chicken, its Cheap to Rear
- Chicken & 'Cow Meat'
- Beef, its Affordable. Approx 1/2 Kilo 150ks
- Beef
- Beef, Price of Beef is Cheaper
- Beef, Beef is more cheaper and more accessible to me
- Beef, Beef is everywhere a club a pub, it’s on the main menu, it’s there, places usually put beef there on the menu instead of chicken because it’s cheaper
- Chicken, Because if you go to hotels you will find people eating it...anywhere you go it is chicken
- Beef, farmers have cattle and its is on every menu in every shop

The subject of Beef was then developed

- A KG is 280kHS, not all Kenyans can afford this. Unless you want a small amount, but you can’t feed a big family
- Beef buy mostly from Butcheries or local meat market. Roast or Fry it.
- Buy from Butchers. 3/7 days
- Not supposed to eat meat every day, because meat contains fat, and fat in body is unhealthy.
- I love beef that is my kind of meat
- Butchery, supermarket. I usually buy beef at local butcheries

Beef was strongly seen as a meet with more availability, but it was interesting to note in the answers what determined each selection. This question was designed to be ambiguous as it could be interpreted in two ways, and this interpretation is interesting. The two strong factors which resulted in respondents deciding a meat more available were:

1) Price, as in the cheaper the meat, the easier it is for the respondent to purchase.

2) The other interpretation was the availability in Restaurants.

This provides an insight into what the consumer believes is the most popular meat. In future interviews, it will be interesting to see if anything changes in these findings.

The culture of Beef as the main meat is still very much represented here and shows the opportunities that exist for companies like Kenchic to try and improve the accessibility and affordability of chicken.
Usual Shop for Meat?

- If chicken then shopping centre or local chicken shop
- Depends, big stores for Variety. Nakumatt you get everything.
- Buy Chicken from nearest butcher. For Beef I go to the village, because the village is cheaper for beef. Supermarket is for everyone
- At times I buy chicken and fish in the supermarkets, definitely any minced meat I get. The meat market in City centre.
- Butcher for Beef and Chicken - Sometimes shop in supermarkets
- From butcheries. For me I don’t like cooking a lot, and chicken takes a long time, I don’t like the whole process feathering and stuff, so I either buy it already cut for me
- Supermarket, I’d rather buy from supermarket, but if its beef I’ll buy it from the butcheries. because one, there are very few butchers that sell chicken and the idea of it, actually it being chopped in pieces in supermarket, for red meat why butcher is because I trust the Kenya meat commission
- Beef - From butchery,
- Occasionally buy chicken; I have some in the freezer. Bought fresh from Gilanis, butchers shop...Breast of chicken. Usually eat breast, I like the flavour, I like the taste. I prefer breast.

This was a question to find out where consumers would typically purchase their meat from, this gives insights into consumers attitudes to meat purchasing, and provides Kenchic with information about where customers are shopping for meats.

The results showed that beef was normally bought in butchers, while chicken typically was bought in supermarkets.

Kenya Meat commission was mentioned, Kenya Meat Commission (KMC) is a state corporation established by an act of parliament to procure process and sell meat and meat products for both local and export market. (http://www.kenyameat.co.ke/) A consumer said they trusted the KMC. It is likely this is a reason why many consumers were happy to buy beef in the butcher. It would be interesting to further question how KMC have developed this trust.

Consumers liked the variety available at supermarkets, and the fact that chicken bought here was already chopped in pieces, which could be opposed to the other ways of purchasing chicken, like from the meat market where it may be only available whole.

An interesting point is that as supermarkets are the only place where consumers are picking up chicken in from is this a missed opportunity?

Should Kenchic look for smaller distribution points?
How often do you eat meat?

- Twice per month, Chicken or Beef. At the end of the month, when I have my salary
- Maybe Once or Twice a Week. I like a change. Sometimes Meat, next time beans
- Eat meat 2 times per month. Sometimes Chicken. Don’t consume meat regularly. Too Expensive
- Almost every day. White Meat. When having a BBQ I Eat Goat.
- Once a week. Chicken, Fish, Beef
- Almost Daily, Usually eat Beef and Ugali. Most meals, some vegetables.
- Every Day - During lunch there are so many offers around like buy one get one free pizzas, bogof (buy one, get one free) burgers, during lunch i’ll do junk. But dinner, it depends, beef, pork or chicken, mostly pork.
- 3 times per week, white meat twice red meat once
- Since job provides meat I can say 2-3 times a week, then aside from work I can say once a week- at home - usually we take rice with beans and potatoes, ugali, Sukuma wiki, kale. At work - meat with rice, chicken, mostly its rice beans, rice chicken, ugali. And cabbages
- Daily - Lunch soup, Dinner chicken one night, beef another, fish another

This question was asked to find out how often meat was consumed. It suggests the opportunity open to Kenchic to sell chicken to consumers. As consumers have a higher disposable income it is likely that this will result in more eating occasions during a week. Future research should consider asking this question again to find out if any changes are taking place.

Although chicken is more expensive than beef, it is hoped that Kenchic can try and move consumers away from red meat to white meats like chicken, so firstly understanding meat consumption is useful.

One answer here was linked to receiving a salary, representing the hand-to-mouth existence that most Kenyans would face, this demonstrates the importance of prince and affordability and the challenge the chicken is always going to face when up against a more affordable option such as beef.
What influences your purchasing Decision / Your Decision to Buy

- Treat for family, Chicken is Special Meal & Visitors appreciate it
- I like a change. Sometimes Meat, next time beans,
- I am the cook, I know what is good to eat
- Money, if had the money, id switch from beef to chicken. I’m so used to beef, If I do chicken regular
- We have a timetable, there is a time for chicken, a time for meat, On Monday we have beef, on Tuesday, Wednesday we have white meat, fish or chicken, Thursday Githeri, Friday vegetables
- When we have a guest, we will have chicken. my wife makes the decisions

In terms of asking this question the terms ‘what Influences your purchasing decision’ deemed a little confusing to some respondents, so was changed to ‘your decision to buy’

3 Categories were found to be the main determinants of purchasing.
- A Treat for the Family/Guests
- Change/Variety
- Money available

This is interesting to know for a number of reasons, firstly marketing messages which appeal to these areas could subsequently be created, for example campaigns to show the variation of meals that is possible with chicken from all the different cuts of chicken. One consumer mentioned an eating timetable; Kenchic could even go so far at suggesting weekly meal timetables, alongside recipes.

Advertising messages could urge consumers to dine with guests, or campaigns could show families enjoying pleasant times over a chicken dinner.

The fact that available money was a key factor suggests that times during the year/week/month when money is likely to be tight could be a good time for promotions. Where some companies are seen to raise prices when times are good for consumers, like when salaries usually come in. Kenchic could appeal to consumers and gain loyalty by putting on promotions and offers when money is tight.
Decision maker?

- Ask Family, make decisions myself mean cheaper items like the Insides.
- Father gives money. I buy the food. I decide
- I do
- Yes But first I ask him (husband) what he wants. Unless he says I just buy what I like

Do you ask your Family?

- Definitely, When Children home for holidays treat them. Proud to eat chicken. Remember days they had chicken. On Friday make sure to buy even a little chicken and make stew
- Sometimes I say want we need; sometimes I ask what they want
- When I go up-country, I buy chicken here, cook here and take home frozen.
- Yes they want more; I would like them to have more

This line of questioning sought to find out how decision making was done within the household, bearing in mind half the sample lived alone; those who responded here seemed to be very influenced by the families’ demands. This shows that even the children are influential and can’t be dismissed in potential marketing activities, it shows the culture of Kenyan households to be very caring and that family ties are strong. Kenyan children seem here to perceive chicken as a treat and a special meal. If Kenchic can look at increasing its appeal to children is not only pushes up current sales, but develops the chicken eating culture further, creating lifelong future customers in the process. This question would be worth including and developing in future interviews, and to see further the role the family play in determining the meal choice.
Chicken Questions

Broiler Chicken Attitudes

- When I cook, within 15-30 minutes my chicken is ready. This is quicker.
- Sometimes the Broiler, when already slaughtered and prepared. If it’s late we use this because it is soft and you can just fry.
- Broiler chicken is fatter. You can buy Leg, Breast or Gizzard. It’s very tender.
- It depends on how fast I want the chicken to be cooked and who’s going to cook the chicken. The broiler one is too soft, cook it for 10 minutes and it’s done. The other one you have to cook for like an Hour. It’s Tougher. I can use several things with chicken; it is not as restrictive as beef. They are normally a bit flat. You have to add spices to bring life into it. It suits my cooking Method
- Difference in the taste...yes. The African one is sweeter. The bone of chicken, the hardness varies, the broiler is soft and the African is hard. I think that...Protein content not the same
- Well as a business, broiler is much better for selling, it grows faster. the broiler, is more softer, indigenous tastes sweater
- the broiler is once that is given...I’d go for the broiler because the meat is softer, I’m looking for taste and ease of eating, I don’t want to struggle
- Nakumatt and Butcher - They have Kenyeji and broiler, it depends on the mood, if you want Kenyeji you can buy Kenyeji, if you want broiler the other days you can have broiler. Maybe this week is Kenyeji. From Nakumatt is strictly Broiler. When I say chicken, to me it is Broiler. It is soft, easy to cook and you don’t spend the whole day cooking it. A few minutes and it are ready and you are eating it.
- Ordinary chicken is fleshy, soft u can cut through it, Quality of chicken here much better. (than abroad)
Do you think Broiler Chicken is not tough enough?

- It’s not tough. I don’t like tough because it takes up my time. The more you cook broilers you lose the taste.
- Meat is soft, it’s ok
- No, I don’t want something like rubber
- It’s not tough, but it’s ok.
- Who wants tough things? No/My friend likes traditional chicken, but not me
- Yes it has a lot of water in it.
- Sometimes Kenyeji is hard, it is tough so you don’t enjoy it.
- I Disagree

This question brought lots of detailed responses, but interestingly, throughout the sample, answers were consistent, consumers found broiler meat to be tender, quick to cook, soft, and having a good availability of cooking methods. These are all very benefits of broiler meat and it is very positive that these were consumers responses. It is useful to know what consumers like about broiler, these can be used in advertising to remind consumers and develop these areas further. Interestingly all these factors seem to differentiate it from its alternative the traditional Kenyan kenyjei chicken. Example adverts could appeal to the consumer who is rushing or after a long hard day simply wants a quick meal on the spot, or has a chicken breast in the fridge, but needs to think quickly about how to use it. The variety of options available when cooking chicken is certainly a strong selling point.

This question certainly I feel would be worth asking in future interviews.
Traditional Chicken Attitudes

- Takes time to prepare. Take off Feathers, Split It, Remove everything, it’s tough and takes long time to cook. Long process
- Best one is Indigenous. From the Market, can buy to slaughter at home. Indigenous takes a lot of time.
- Indigenous chickens have less fat. Taste is different. Because I am African I was brought up eating Indigenous chicken, and it’s tastier, but tougher. It needs longer cooking. Can only buy whole Chicken
- Mostly in Kenya, older people don’t like the Kenchic broiler, so I’d get Traditional. I’m happy to pay more for it. A highly appealing taste
- African chicken. Most people prefer the African chicken. I prefer it. Because the other has a lot of water, the food they have ha chemicals, it is treated. The indigenous chickens do not get sick, they have adapted to the climate.
- Yeah, I think indigenous chicken is sweeter and the bones are chewable. I like the drier meat
- Kenyeji is not spongy, the broiler is spongy. My husband likes Kenyeji. Me and the kids we do like the soft one. He just says that it tastes good
- Prefer Kenyeji, what happens is the Kenchic chicken is sweet, but Kenyeji chicken is nutritious, Most people believe the Kenyeji is superior.
- Normally indigenous. Normally that is the preference
- The farm reared stringier, tougher, little chicken on the bones; sometimes it is so tough I cannot eat it, it's not tasty.

This is interesting, Kenyeji chicken was almost certainly the desired chicken from the respondents here, with the few negative comments being linked to the reverse of the broiler such as takes time to prepare, takes time to cook.

But the consumers had generally much better things to say about this; culturally this was seen as the better choice, through identity and Kenyan culture, consumers had strong connections to this chicken. They also found it to be healthier in terms of less fat, nutritious. And better in taste, although toughness is a word commonly used, it simply depends on preferences and what people are used to but in this culture the toughness was usually seen as a good thing.

This gives good insights into Kenyans, it suggests how strong Kenyan culture is and still exists. It will be interesting to see over time or even though interviewing children if possible if these values are being passed down.
The thing I know about Kenchic, is so famous. And people believe that they have a good chicken, that’s why people will go for Kenchic alone. I didn’t know about Kenchic before I came to Nairobi. But when I came to this place, that’s when I knew about it and people said it’s so tasty, so you know if you heard people say something, that are why you have to try. If you ask people in my place now I say which chicken do you want, people say ‘oh...You go to Kenchic’ they don’t even know where the Kenchic is! But they know the chicken is safe. Even if you give them chicken, they will not even say where you got this, they’ll just say definitely this is Kenchic.'

- A Loyal. Buy often in Nakumatt. Because the way they are reared and managed.
- Reason I like Kenchic - the taste, a good company, they do not sell things that would infect the customer, the products are clean and healthy, and they make sure of that’ Kenchic is not too expensive. It’s reasonable.
- Sometimes find a Hair, but compared to others Kenchic is better.
- I am happy with Kenyan chickens. The pictures I saw on the website showed hygienic, I can see them.
- Never bought Kenchic in Supermarket
- I have once or twice, chicken legs and I deep fried them
- Cannot buy Traditional Chicken from those people
- Of last 5 times, I always buy Kenchic, I know it is kept well, looked after well and well slaughtered. As a Chef I found Kenchic to be safer, my boss likes eating Kenchic
- 3 out of last 5 times.
- All Supermarket Purchasing is Kenchic. From Butcher could be indigenous
- with Kenchic- the skin is oily, so you don’t need more oil
- I have heard of it.

This question was used to gain specific insights into Kenchic, what beliefs and attitudes that consumers have about the brand. It also shows the importance of word of mouth communications, known as a good company. The key phrases in these answers seem to suggest trust in Kenchic.

The range of consumers went from having heard of the brand. To being considered Kenchic loyals ‘which was defined in past research as purchasing Kenchic in at least 3 out of the last 5 chicken purchasing occasions.
Other Chicken Manufacturers

- One time my boss bought me one, it was so big, it was so big
- Alpha, Only used to Kenchic, I trust Kenchic, most people know Kenchic
- Just Kenchic
- Kenchic, there is also Halal Meats
- Don’t know red and yellow competitors QMP is it. If the price is right I would buy them, the chicken is the same. I once bought some QMP sausages, cheaper than Kenchic, I thought such a bargain, deep fried them but man, and they were horrible, really bad, no wonder they were cheap. It put me off the whole brand.
- Kenchic, Halal
- There is Halal, Kenchic and Alpha or something.
- I haven’t noticed any other brands. I would go straight to Kenchic and pick whatever I want.
- I know Kenchic. I know Kenchic brand, but I don’t look so much into that.
- No, Most chicken is unbranded in Nakumatt

This answer looked to find out consumers awareness of other chicken brands. On a positive note many consumers associated Kenchic as the sole chicken producer.

Many consumers were confused about Halal, this is written on Kenchic packs and may have led to confusion, it suggests that the details on Kenchic packaging is influential, leading to a key question – Could some space on the pack be used more effectively?

The only rivals that were correctly named were QMP and Alpha, although a consumer gave an interesting insight into his purchasing history and how a bad experience with some QMP sausages led him to be put off the whole brand. Demonstrating the power of bad products and how this is spread through word of mouth.

Kenchic Packaging

- Its different, the Red plastic pack
- It needs to be tightly packaged, nothing exposing the chicken to the external environment, it needs to be tightly sealed, and also definitely it’s frozen, basically that there are others that are not really well packed, that you see even the quality of the packaging is kinda low. In a weird way most of the time I’d go for something that was brightly coloured, so I end up picking one, these are ones I always remember, the ones that are bright. The last pack a bought was Kenchic which was Blue-ish and Red-ish
- Ok you have some PVC, not plastic not paper, with this red, blue and sometimes clear. So you can actually find it easier
- In polythene bags. Kenchic I have seen
- Yes, Kenchic. It normally has that paper - colour -Yes, blue white red and name
Kenchic packaging was well known to consumers, asking this question tested consumers about their knowledge of Kenchic, and demonstrated the importance of packing. Consumers particularly noted it for being different, and the fact that its bright colours were essential to this.

If Kenchic make any changes to their packaging in the future, this question would be especially interesting to note if consumers perceived any changes and it could be a valuable tool to track these perceptions. If competitors choose to copy Kenchic packaging designs or use bright colour schemes then this could also serve as seeing how this has affected the significance of Kenchics’ strong brand/pack/colour recognition.

**Do you Prefer Fresh or Frozen Chicken?**

- I love it fresh. I don’t have a fridge at my home. With Fresh I can cook it immediately.
- Fresh, I have a freezer and would buy frozen
- No freezer at home, but if going up-country I can defrost. When I go up-country, I buy chicken here, cook here and take home frozen
- Both
- depends on the offers, mostly the frozen, for fresh id maybe go to the butchers,
- I don’t buy frozen food, it has a different taste. I buy food fresh. Sometimes I buy frozen chicken, but I prefer fresh
- I think frozen chicken is overstay chicken, it has lost its freshness, and the length of time is has stayed...compared to the butchers I know they have fresh chicken...I haven’t stayed more than 24 hours.
- I do buy it from, in the deep freezer
- Frozen, always frozen.
- Yes, sometimes. Don’t have a freezer. Would not buy frozen chicken. If I had a freezer, I would not buy frozen.
- I would never buy. Here in Kenya electricity not constant, so power cuts, not sure of quality.

**Chicken Parts Purchased most often**

- Go for what are cheaper, gizzards. And treat myself with Thigh and Leg.
- Wings, Thighs
- Whole, 1.2kg for two people Drumsticks, not breasts.
- Sometimes Whole Chicken. Chicken drumstick. never buy breast, when there are drumsticks around. It is less fleshy; I like to sink my teeth into something. I have bought it, I bought it for my mother for the church group...I didn’t eat it.
  Don’t trust Gizzards
- Breast and leg. White meat, I like the bone to chew, very sweet
- If its stew id buy the whole chicken and chop it up myself, but if it’s to be fried, Id buy the already chopped once and dip into fryer
• Whole, when u goes to Nakumatt there is a pack that is packed - two chickens, I normally buy that one. As I have a family, I prefer the whole chicken. I’ve bought gizzards - I buy them often because my husband likes them
• We used to have gizzards, wings, and necks. They were from Kenchic; they are sold cheaply, heart, intestines, wings and necks. Fry it with ugali, it is cheap. We used to buy them, but not now, rarely, when we decide to buy chicken, she gets the whole chicken, from a friend. Rarely do we have a whole chicken. I don’t buy a whole chicken.
• We can’t afford to eat meat often. Chicken intestine and Gizzards are cheap. Making Stew, you know Africans ‘we value stew a lot, so when you have even one piece of chicken’.
• First it depends on your pocket- If you have money and you like chicken definitely you would be eating it daily

This question looked into the most popular chicken parts, and sought to develop an understanding of the reasons for this purchase. The price was a factor for a variety of consumers, although they enjoyed other pieces, many consumers had to make a sacrifice to be able to enjoy chicken. Other than that it was the Thigh or Leg areas for Juicy and Meaty properties.

This question also showed the strong cultural links to traditional meal choices, one consumer also defined his identity how ‘Africans value stew’.
Cooking Methods

- Stewed, because if you have the whole family and have roast chicken, they will have it and not have it enough. If you make stew, you still enjoy the stew. Makes the meal go further
- Fry, Stew, Boil
- Chicken Curry, Stir Fry. Roast. Don’t have an oven in my house. My favourite is to fry the chicken Dry, with onions, and I make stews when Family is here.
- Pies. Fry. And Traditional Stew. Roasted is time consuming
- My mother makes a chicken meal that excites me...she uses flour, water, garlic, pepper, and she marinades it overnight, she coat it in this, then she cooks it. Usually chicken legs,
- Fried, not grill...don’t have a grill. Don’t have an oven. Roasted meat not good...causes gout, usually fried chicken...in cooking oil. Like it dry...then add with vegetables
- Not confident enough to cook with chicken. I have cooked more beef stew than chicken
- I fry it, Dry fry because I like that...or deep fry
- Fry. Roast. My favourite way would be as my mother does it. Finger licking. Crispy. She has a recipe, garlic, eggs, salt, flour, and then she deep fries over a long period of time, crispy. Broiler is best for that.
- When I do cook, chicken is easy to cook; a chicken Thai curry or chicken in orange juice...can’t go wrong.

Stew was seen as a meal which would make the meal go further, and thus make it a more affordable option. The answers suggested some consumers were quite uneasy about all the cooking methods, or simply didn’t have the means to roast a chicken. It was interesting to see how some consumers strongly linked their favourite chicken meal to their methods ‘special’ style, showing the importance of strong family links in this culture.

It is suggested more could be done to help consumers learn about the variety of other ways which chicken can be cooked, possibly providing more healthier alternatives and also as a part of a varied diet.
Price Related Topics
What meat is good value for Money?

- Chicken because you can buy just the amounts and pieces you want
- Many people go for Beef.
- Broiler is good value, as you can get chicken leg for less than 100 shillings. Can buy small pieces. A Kenchic leg is 100 shillings, it’s expensive, but white meat is good for my health
- Chicken
- Beef
- Broilers cheaper. A big running chicken it from about 600-700 shillings. The price depends on the season. But Kenchic is always the same

What consumers liked about chicken, particularly broiler, was the option to buy pieces, and when considering the value for money to take into account the health aspects. Interestingly, although beef was almost unanimously seen as cheaper, it wasn’t the same response in terms of value for money. Suggesting that consumers appreciate chicken to be a better meat than beef.

Broiler was correctly identified to be a cheaper meat than the traditional chicken, and interestingly a consumer mentioned the consistency of price at Kenchic while the other traditional Chicken would vary depending on the price. Kenchic could use this as a feature of their chicken, consistent year round pricing.

Price is most important factor for me

- Yes. 'I Have to check it....'Oh how much is that' 'Oh that is too expensive' 'Will you make it a little less?' Then they say yes or no...If that person says 'ok give me a little less, I'll enjoy buying from that place because I know next time If I go back that person will not keep the price high...that’s so important....that’s so important.'
- Most important is quality
- The mentality of Kenyans is so long as I don’t have to spend extra, as in the definite price, the culture is more of 500shillings, this place is 495, I’ll go this place and save 5 shillings, how much am I removing from my pocket because people are really concerned about their wallet.
- False, Issue is Quality, if it’s higher, reconsider the quantity, but not quality. Good quality means a good, lean cut. It needs to have passed the Regulations of Kenyan Standards
- Nothing is worth paying a bit more for. Cost is important. It influences my decisions, not that it might be out of my range. But I don’t see why some products are so expensive. More about Good Value
- Yes, but price and quality
- I’m a hustler. So I’ll hustle then enjoy life, hustling in Kenya is looking for money, like now I’m not working so I’m doing jobs to get money to satisfy myself
• No, most important factor is what I’m going to get out of whatever I’m buying; I do look at the price. If I buy this fish I think about its use first
• No, it is important, very important but not the most important...e.g. tissue paper...might find something that is cheap, but consider quality.

These answers give insights into why butchers are such an important part of Kenyan purchasing. A culture of bartering through developing relationships with the butcher, something most unlikely at the supermarket.
Quality was very prominent, and this is very good for Kenchic as they are seem to have good quality and be renowned as a brand with high quality. There is an opportunity to further emphasise the benefits, this can be achieved if they stick to this brand and further develop product quality.
The Kenya Board of Standards is mentioned as influential in determining quality, so this should be looked at. It shows that Kenyan consumers value external marks of quality. There seemed here to be two distinct consumer types, those who value quality and those who don’t. Kenchic must seek to address both groups.

I feel this is an important line of questioning, and the results here are quite encouraging.

More Expensive Chicken or Beef?
• A kg of Chicken 300kg, meat is 280kg. Small Difference
• One kg Beef cost between 250-300, Chicken is less sometimes. Broiler is a little bit higher
• If I buy beef for 150 or Chicken leg for 100, more quantity with Beef. Make stew with Indigenous Veg.
• Can’t compare, but whites normally more than red.
• Goat - Is most different, is for people like me.
• Chicken
• Chicken is expensive....it’s expensive
• It is expensive, can’t get a small piece of meat, and have to buy whole chicken, Kenyeji but mainly broiler. The price is the barrier? 400 450 yes, beef, you buy right now 120 or 150 around there
• Chicken used to be expensive. When they used to sell a whole chicken. But now it’s quick and cheaper because they sell parts
• Chicken its expensive and ordinary Kenyan gets 100 shillings a day that’s why it’s classy

Culturally, this was an interesting area of questioning. Consumers had great knowledge of the price of meat, without being prompted consumers often referred to price and gave the typical prices they pay to justify their attitudes. This further suggests the high importance they place on price, and demonstrates the important and potentially damaging effect that a price rise could have.
It was accepted among the sample that chicken was more expensive, but at least it was found to be more accessible in the way that parts could be individually purchased, this gives ideas for potential advertising based on this fact.

Questions about Bird Flu

Bird flu dramatically reduced Kenchic sales so I wanted to ask consumers about these areas to try and understand what it means to them and how concepts could be developed.

What does bird flu mean to you?

- A kind of airborne disease for Birds. The Chicken will have to be Quarantined because it will spread
- Like Human Flu. My chickens in our village had it and we lost them all. They had to be slaughtered.
- A disease that affects all birds. The government announced it in other countries and that it spread into Kenya. But then found there was no bird flu. People became afraid of buying chicken. We stopped Buying Chicken. Rumours spread. We stopped buying it for a while
- Bird Infection Disease, heard lots about it. That humans get infected by bird flu
- It was viral, quite a source of concern in Europe and Asia, especially Asia, we used to joke about it, I’m going to Kenchic man, I’m going to have some bird flu!! Until then published something in the stores saying chicken are bread to the highest level of standards...made us think - bird flu in Kenya, that will be a first!!!
- Flu virus caused by birds. But it never came, there was talk of it
- It’s a chicken disease
- A disease from chicken
- It is flu prevalent in chicken. I think I first saw on the news the TV, they were saying that bird flu came from somewhere, Egypt or somewhere, it came from birds migrating or something
- A strain of virus in birds that can jump over to humans
- Was a potential pandemic...it hasn’t happened

Knowledge of Bird Flu was good among the sample, generally is was suggested to be quite serious, and consumers mentioned that the media was the main influential source of the news.

One respondent made light of the situation, ‘, we used to joke about it, I’m going to Kenchic man, I’m going to have some bird flu!!’’. But typically it had quite a serious note which led to most respondents stopping their chicken purchasing and consumption.

Most respondents also made clear that fact that it didn’t happen, where a couple of respondents reported to have been directly affected by the situation.
Would this affect your chicken consumption?

- If we heard that Kenchic have bird flu, no one will consume any. But if they can quarantine and guarantee their chicken. You know that it will be safe
- Depends on what Government Said
- If it came back, I would stop eating chicken
- I stopped eating for quite some time. 'you do not know if it is infected or not so you just quit, for a month or something, so I moved to fish'
- No way man, we used to joke about it!! I’m going for Bird Flu hahaha!!
- It did affect my consumption of chicken, people said it could be spread by eating chicken, so I stopped eating chicken, that was how people perceived it
- I don’t think it really affected me, I was careful. Any chicken I ate had to be checked up first...
- yeah I stopped eating chicken until things calmed down, concerns were Just getting sick
- Start buying chicken again - After they said bird flu is over, we heard in the news.
- That would make the Kenchic people scared, so customers would stop eating chicken. I didn’t stop eating it
- 2 yrs ago. It did not affect my eating chicken. No flocks contaminated. I will take my chance 1 in a million, I’ll take my chance. This is a country where people do not know the facts, word of mouth, give them the right information.
- If outbreak, won’t affect my consumption of chicken. Not from cooked chicken

Would you be scared to buy Chicken?

- Of course yes
- I moved back after all the talks stopped. The media hype was crazy.
- No, it actually made the bird flu thing seem a bit more serious!! first of all you take it comically, when you actually see this company has gone to this great length and published this it made awareness of bird flu
- People stopped eating and buying chicken. The researchers said not in Kenya so could eat chicken. If another outbreak I wd stop buying it
- I didn’t stop eating, but I stopped eating the readymade fast food, but just bought it from supermarkets because the trust was still there. I am an internet person, social networking and sites of the media houses Were influential
- Yes, because I was told not to eat it, the chickens were not well, we had to stop, and we just stopped eating it.
- It stopped when Kenchic people said chicken, they would burn the chicken, gave a report to the papers. Sales dropped, but some people stopped buying chicken, the sales affected yes. I was not bothered.
This looks specifically at consumption, and the future likely affects to Kenchic if bird flu was circulated in the media once again.

It seemed that information is important to Kenyans. They do treat what the media says with respect. They also attached importance to the official messages which the government sent out. These factors must be considered in order to develop a plan to put messages into the media to make consumers feel safe and prevent false rumours spreading.

It seems that it would be very worthwhile to then test any Bird Flu related messages in a repeated interview style. This would help Kenchic to find out the effect of these messages and it could predict its likely effect based on the results.

Can you catch bird flu from eating Chicken?

- I don’t know
- I am not sure
- I don’t know I’m not a scientist!
- Get the information on what exactly gives you bird flu, the repercussions, how can I avoid it, is there a way you can tell if raw chicken has bird flu?

What if you were told that you can’t catch Bird flu from eating properly cooked Chicken?

- If I think that I cannot catch it by eating Chicken. I will eat the Chicken
- If the government assures me that its safe, then I would buy
- I’d do my research first, since that thing about bird flu came about, I never actually did any research, I just listened to the media so I don’t know id still do my research, until I have convinced myself, it’s a matter of my convincing myself, not someone else convincing me.
- If you’re telling me that, someone from Kenchic maybe KEBS, but I didn’t know that
- If meat is bad, it is bad no matter how long you cook it for
- Then I’ll keep on eating chicken, because it all boils down to how we get information from our sources. Because you know information when its brought to us, YOU'LL DIE, creates a whole perspective, the media can do that, but the company can do their own awareness because I believe that, id listen more to your awareness than I would from a Media house. Cos them they are acting in terms of viewership, the brand are acting out of concern for customers, so id listen more to the brand.
- No, even if they said if I cooked it nicely and if I cooked it properly then someone in my family became ill, they would think it was from the chicken I had cooked. It is good just to do away with it. First, when something has been said on the news, even if it is a rumour, to get people to start again is hard
- yes, well aware of this...well informed
Recommendations for dealing with Bird Flu

- Provide Simple facts about Bird Flu
- Improve awareness that you can’t catch bird flu from properly cooked chicken
- Work Closely with KEBS and Government Bodies – KEBS (Kenya Bureau of Standards) and Government were mentioned as being trusted sources of information, so if these well recognisable logos were included on information it would help add credibility to the claims Kenchic made about Bird Flu
- Look to prevent false Rumours being spread about Bird Flu
- Create messages from Kenchic to show care for the consumer
- Provide information available freely from a variety of sources
- Create campaigns with Media houses, provide them with full info and not let them speculate or create panic
Halal Questions

As seen previously in the survey it is a source of confusion, many consumers feel it is a chicken brand. The Christian samples used for this interview have no real connection to Halal, so it seemed to be an interesting idea if it could be questioned to find out more about what Halal means, and if so if there is a need to define Halal.

What does Halal Mean?

- Like Kenya has Kenya Board of Standards, Islam have it so they can eat it
- Slaughtered by Muslims
- Slaughtering in a very Hygienic way
- Halal has approval by Muslims. 
- Most people know what Halal means, means more to Islam. Doesn’t mean much to me, just an added cost
- A name...don’t know...think it is a brand name...don’t know. I have seen it, don’t know what it means
- Five shillings of what is paid to Kenchic, so if chicken is 145, 5 shillings is given to the Muslim community. As a Christian, I have a problem with that. In fact I was only told this the other day. I was in a conference and it was someone talked to us, not to buy Halal food because as a Christian this lowers you perception
- (on hearing previous statement) this is like totally new information for me, because I just thought Halal was a name of a brand, so once I have just heard
- It makes me think 'why would I ever buy Halal again?’ and the answer is No!
- I don’t know, Heard it, Seen It, on Kenchic its written Halal, it’s like an advert I don’t know
- Is this Muslim thing, ok, I have had Halal, the thing they eat or don’t eat, something about pork or something, something like that, Muslim culture.
- Halal is fit for consumption for Muslims
- Muslim killing system for animals
- Seen Halal Label on Kenchic
- I’ve seen it on Kenchic packs

When questioned, most consumers could link the concept to Islam, but there were some alarming opinions, especially that money would be donated to the Islamic religion with each purchase, this was a response from a young male graduate. It was felt that confusion such as this is damaging and in this situation a better explanation of Halal should be given to avoid such problems.
Is this ok with you?

- Yes, we are used to it with other products. There is no difference
- No problems. 'I used to think it was negative, but not now, I thought Halal was a dog...then I found out...people need to know'.
- I don’t care, but strange someone chanted over my meat
- the beef at the slaughter house, they are Muslims, so no other option
- But also Blue band is Halal, why is that?
- I know that. But it doesn’t change anything. It’s ok, I know even the red meat is all slaughtered by Muslims
- I don’t mind, so they believe it slaughter. I don’t mind. Yes it is good to know, I didn’t really know
- It doesn’t make any difference to me; it makes a difference to Muslims. You must let people know what Halal is
- Doesn’t change my perception. Neutral

After showing Halal Definition (As Potential Magazine Content)

Because Kenchic have such control over the Chicken Journey, we can guarantee the Halal standards throughout our entire product range

To make meat halal, the live animal has to have its throat cut by a Muslim who is reciting a dedication. The carcass must then be hung to allow the blood to drain out of it.

- I must be honest and say recently about the constitution...Christians...me I am a Christian...Because people are saying they should allow the...have you ever heard of that and so some people are criticising saying that...they didn’t know about the Halal, they didn’t know the meaning of Halal, so people are giving out bad about Halal, they say that Islam’s are now in charge of us....that you should not eat something without Islamic cutting the chicken, this thing it has been here long ago, even before...As I grew up I knew about..A cow must be slaughtered by Islam, but now this constitution, the way people are passing the words and teachings to other Christians, I don’t think if it’s a good thing...because it will kill other people market.'
- Good to know, because even up country slaughter house for beef is Muslim.
- for me, now I have read this, when the meat is being cut, the Muslim recites a dedication, for me it means it’s being dedication for a different religion, I don’t want to know that. This one rubs the whole thing, the moment I see a Muslim reciting a dedication is changes the whole thing
Let me ask you, where would you introduce this Halal? This Halal thing if you bring it out, to Muslims good, but if put into special ad for Muslim dominant area...because now if you put this to the masses. There are some people who will not like it.

Halal...incorporate Halal into farm to fork...then through the entire process...Halal should be in that...need to marry the two, but each unique.

Halal meaning...completely wrong...tension already there...wd put more people off

Would it put you off?

Some other people, me who I understand and I know...I knew it before, it does nothing to me. But there are some people who are strict and they believe what other people say and they say can you prove where it’s written, so I don’t think if you put that meaning...and you should not even put that big label. I think the way it has ever been, just words.

We feel ok

I’ve never paid attention, to Kenchic have anything that isn’t Halal, I Don’t like the Halal with the Mosque on it, this picture is a bit much. Some people won’t even buy things like soap from the emirates. It’s how people feel yeah.

Halal Recommendations

- Keep remaining Halal logo, the proposed Logo wasn’t well received
- A simple definition of Halal is advised – develop not threatening, deeply religious content
- Try and identify alternative locations for this message, not in magazine as proposed.
- Future studies include Muslims to find more about their attitudes to Kenchic
Farm to Fork Questions

Farm to Fork is a concept that is important to Kenchic, it was created in the difficult times post-Bird Flu as a way to assure consumers about the care taken in Kenchic’s supply chain.

It was asked of me to look into this area, as the concept was said to be struggling to gain popularity and acceptance. So I devised some questions.

Have you heard the Phrase Farm to Fork?

- Is that a way of Carving Chicken? You use a fork and carve chicken?
  - No
  - Heard it once, not sure what it means
- Never. It sounds good, it’s something that can stick in your mind, it has a ring to it
- Yeah mostly the company farm to fork ltd, I’ve seen it quite a lot on Kenchic trucks.
- No. Not heard of it. I might have seen it, I can’t remember
- No
- No.
- No
- No not heard, in my business it is “beans to cup
- My understanding is growing something just specifically to eat…I saw it somewhere. Maybe on the internet
- Traceability of food…conditions raised killed, stored…Know from abroad. Not with Kenchic

The responses here answer the question to why some form of development in this concept is needed, despite being used in Kenchic literature, recipe cards and in Kenchic Inns it was hardly recognised by any respondents.

The questioning were developed further by showing the concept then asking more about it.

(After Showing Concept) What does it mean?

- Bio Secure? A regulatory body that governs…I’m not sure!
- You grow it, I eat it!!
- Chicken starts on farm, taken care of and finds itself on the table.
- I think I have one of these things, on a recipe card
- Too much writing. No-one has all this time to read. Not unless I’m stuck somewhere. It needs changing
- Never seen it before. Although I never pay much attention to the literature on the wall, except the offers for food quarter and chips
- Does it mean fresh from the farm?
- I’ve seen it somewhere but I don’t know
If I wanted farm to fork chicken, how would I get it, you go to the farm, let’s say I want to try farm to fork? I thought it was something different, I didn’t know it was Kenchic

No

yes seen something like that

Grandparent stock means the breeding line. Don’t know Bio-secure

More Comments/ Suggestions on this Card

- It’s easy. Even a common person will understand this. Colour is too dark.
- The design is good. I like the way it is arranged. Could have said Farm to Table
- Simplify some of the terms...bio secure. The colour too, more attractive...bright colours.
- The picture is good; it shows how chickens are reared. All the writing would not be understood. The majority would not understand. Needs to be explained. Understand more rather than Reading. Bio-secure - Most people would not understand that
- If I narrated something to you, I’m thinking a narrative and erm...this is not Kenchic colour is it, so why aren’t they maximising on their brand, because if I know that yellow and red, already I know it’s that company, so they should maximise on that
- Its spot on! A good business name, good, you grow it I have it, natural. It’s a business for you. They look like what we used to see in our Elementary school books, this will appeal mostly to generation of my mum, 40+ for us, if I’m not paying attention it’s just yellow and blue!! I actually remember where I first saw the message of this Farm to Fork; it was during bird flu, that’s when I first came into contact with this. 2006 OR 2007.
Yes, In fact, the message was actually this...I remember the word Bio secure. Is it good you remember the message from 4 years ago
- Yes I understand it, now I know, safe environmentally. ? Yes, now the kind of food they feed on, now advised to eat traditional food, because it is healthier, how they make water, they add food, there are some things in the food that makes it grow very fast. The terms most people wd not understand
- I’d think farm to fork is a different company
- Looking from designers’ perspective, when I look at it the only thing I can remember in my head is farm to fork and Kenchic, that’s the things that stick. When you say farm to fork the think leads me to trust is the Kenchic logo, so it’s more of the brand trust. , when I look I feel farm to fork is doing a collaboration with Kenchic
- It means whatever kenchic are giving to you is not harmful. Yes I feel happier because it is a promise, a good promise. The message is well, it is safe. The pictures show the chickens are taken care of.
- It explains it shows that kenchics' product is good, a good explanation about their product. No impact, I watch TV, they have not marketed it, the advertising. I was not aware, but it is a good concept
- Good marketing strategy...doesn’t change my perception. Don’t like “our chickens reared indoor”...implies poor conditions. Other than that. I would look on the web.....to find out more, but that would not sell it for me It isn’t very catchy. It doesn’t work in terms of presentation.
Farm to Fork Logo

I developed some ideas for the creation of a Logo and these put across to the consumers for their feelings about such a concept.
Comments on Logo Samples

- Use a little bit of red, red has been so much in people’s eyes
- When you say Farm to Fork, show a chicken. Would be good on packs
- I think it is better
- If I keep seeing it on packs, it will help me remember. But I’d do an animated one, this is in 3d. I’m not a creative, but id least make it something, because Kenchic logo is static, create some live, give it some life, but it needs some movement. It depends like for example, you do a moving fork or something, and from a farm...something or more catchy with colour and life, right now it looks like the Kenchic logo.
- Good, because this has been there but I have never noticed. I was at Kenchic on Monday and I didn’t notice it.
- Yes, F2Fork...Colours people know,.....Yes it is good, these are the original grandparents, yes I am getting it...where is this chicken from...yes I am getting the concept...Kuku Mfalme
- Yes, I think this picture you could add a tick...a symbol of quality. (On packs) Yes, that is important. It is getting lost; the only striking thing is the Halal. - -- May need farm to fork...more visual...you could just have a chicken, sitting on this building, then a fork...or a chicken on a fork...or a nest

Recommendations for the Farm to Fork Concept

- Consumers liked the concept and the idea but some vital suggestions can be made based on these interesting responses

- Improve Logo – Use Kenchic colours, more modern and up to date feel

- Improve Locations of Concept Visibility – possibly create a presence on packs

- Too Much Writing – More Visual

- Made Digital to go on alternative media than simply print

- Use bright colours like the Kenchic Colours

- More explanation - Bio Secure
Health Questions

One of the main attributes of Chicken over most other meats is that as a white meat it is has healthy properties. These could be important to use to compete against Beef and Red meats. Therefore, I decided to introduce a range of questioning to find out consumers beliefs in relation to Healthy Meats.

What is the Healthiest Meat?

- White Meat, Especially at our age
- I enjoy Chicken; White meat is good for my health. Beef is not good for health. I don't like fat and trim off excessive fat.
- White Meat. More Healthy and risk factors are less.
- Beef
- Beef is healthiest. Not much fat.
- White Meat, heard through friends, the internet. Yes white meat it good for growing kids
- Fish and chicken
- Chicken, in terms of fat content, what it does to my cholesterol, it is healthy.
- Chicken, Cabbage, Broccoli. Boiled or Roasted - Add things like Vegetables, Ugali, Potatoes or Rice
- Chicken protein has benefits, it doesn't cause heart problems like beef
- Fish - White Meat
- Chicken for Lunch. Junk is Grilled chicken. Healthy is stewed

Interestingly, of the 12 responses collected here, 2 consumers felt Beef was the healthiest meat, which suggests that there is an opportunity to try and make more consumers aware of the proven benefits of eating Chicken.

A healthy source of protein?

- Chicken. Contains Protein and is White Meat
- Chicken
- Chicken
- Chicken
- Fish
- Beef
- Fish
- Chicken, goat, fish

Consumers were well informed about the protein content of Chicken.
Careful about eating

- Consuming Red meat means get fat, dehydrated. So if red meat - eat in Small quantities.
- Yes. It’s different here in the city. They grind Maize without the Nutrients.
- In the village there is chicken, but the storage is not that good and chicken goes off. In the village hygiene is not good. I take care of my health but cheap and unhygienic is not good
- Kenyans renowned for BBQ Meat, from that people get gout. The ritual is that you take the BBQ meat with Beer. I watch what I eat. I try to avoid what would make me prone to certain diseases.
- I watch cholesterol, I cook with better oil. But eating junk food - right now the reason is I don’t have time, in the office, I find it much easier ordering food, at the end of the day when you are really tired, but I think i’ll change.
- I wouldn't say I watch what I eat, but i’ll have a regular change of meat, today i’ll have burgers, tomorrow chicken and after that pork
- I like to have a healthy diet I have high cholesterol, I take tablets, I watch what I eat in terms of animal fat...chicken healthy as is sushi
- Some do not know. The educated know more than the less educated.
- I saw in the newspaper, more healthy to eat chicken and fish
- Need to cook several dishes and living alone, it is difficult.

What was consider to be careful eating ranged from eating smaller quantities, to more variety in meals and avoiding foods which can cause disease. These all fit well with strengths of Chicken. Due to its higher price it could be promoted as an affordable meat when consumed in small amounts – and recipes could be promoted which use cheaper ingredients that make the chicken go further, the ability to cook it in a variety of methods and the fact it is a healthy meat. Advertising messages based on these factors should look to be developed in future campaigns.

Culturally an issue was highlighted about when moving to cities from rural areas, the basic food ingredients can differ in quality and another respondent made reference to education. It seems that proving more information to the masses about healthy eating would have major consequences and should certainly be considered.
Do you seek out Information about Healthy Eating?

- Magazines
- Yes. Read Newspaper, Important part is Nutrition. Listen to Experts. Information is Important
- I read the nation newspaper, weekend editions, with nutritional advice
- Newspaper, book, or from friends. Eating a balanced diet. Told in school, college. Also read in books
- No, I think at some point that it would discourage my eating habits
- Not really, tell me it’s unhealthy to eat this much, but don’t tell me I can get cancer... or get this.....

Health Benefits (Magazine Content)

- You are right, people should be told about the benefits of white meat. Because most people think that if you just want to enjoy yourself you go and have red meat. And According to nowadays living, you should live healthy and watch what you eat. It’s so important'.
- Yes, this is good; people would be interested and would eat more chicken.
- Hygiene is a problem. In Kenya, Hand washing is important. And Kenyans eat with Hands; need to make sure they are clean.
- Yes, it's interesting.
- Seems like an attack on KMC! Kenchic deals with Chicken KMC deals with red meat, that’s how I look on it, it’s just me. Let the reader decide, do not prompt him. Yeah that seems like an attack on beef, what if I haven’t the money for chicken? Go hungry?
- To explain to the people that chicken have more protein and health benefits more than red meat. This works
- ....yes, interesting,
- I’d think it’s a marketing strategy, so I’d buy it. You coming and telling me that I don’t like the alternatives 'don’t take this as it has 90% cholesterol, let me find that out for myself
- For me, if its unhealthy food, if its unhealthy give me information to have so I can regulate my eating, not everything they say is good, they are only saying the pros, so I’ll go and read the cons for myself, and if I do the cons ll be more careful and more aware, you sit down and actually think about it

The general feedback here was positive, although another reference was made to the ‘Let the reader decide, do not prompt him’ aspect, so these messages need to be altered to be shown to be more factual than prompting.
But in general it seems that some form of development of this would be worthwhile, some sample ideas for the content is available in the Appendix. Possible targets and locations for such information will be discussed later.
Healthy Eating Suggestions

- Make consumers more aware to health benefits of White Meat, particularly chicken (While consider possibilities of comparisons with Red Meat)
- Seek to Identify suitable mediums to get these messages across
- Propose Magazine and some example Content
- Consumers were quite prepared to search for healthy eating advice, although an issue was that they didn’t want to be scared or felt pressured into making choices, but instead guided. This feeling of power, especially from the male respondents should be considered when designing any future campaigns.

I developed some potential healthy eating content and let the respondents read through it and then asked for their comments. (See Appendix for these Files)

Social Questions
Feel connected with Family

- It will...If I want to make my family happier than ever before. Ha-ha... I’ll have to make them something special...that’s chicken....Chicken curry, I know they love that'.
- Yes. It is important. I agree
- Food doesn’t make you feel connected to your family, it’s your relations
- With Friends I have Nyama Choma
- In African culture, chicken is welcoming dish. Fried, or boiled. On my brothers’ birthday, cooked 3 chickens...from home, indigenous chicken, my mother keeps chicken.
- There’s more to eating meat than getting full, because when us guys eat, there’s one thing she always says ‘you guys don’t know how to eat chicken, because when she eats it, she only eat the top part and...It’s more of a lesson in a way. It connects us
- Makes my family happy - Yes it does. More than anything else yes it makes them happy, my little boy says are not having chicken today, and I say no were having vegetables we had chicken yesterday, you can see the excitement
- Family meals, that is how the culture is, during mealtimes when most people are together eating is more than that, there is the hunger aspect, but also the socialising aspect.

This question was included to find a little more about the cultural issues with Kenyan eating. Chicken was found to be a special meal for Kenyans, especially when considering the family. Chicken was associated with words like Love, Welcoming, Happy, and Excitement. Very positive words, from this it is suggested that Kenchic should look to include these types of family/friends socialising moments in its promotion, looking to become the family choice, and advertising messages or visuals could attempt to re-create these types of feelings.
Meal times are important for family to sit down together and re-connect

- It is. So much important. It is
- Always, eating meals at the table
- Yes
- you can’t eat alone, even it work when I’m going for lunch i’ll say 'hey you wanna go eat lunch together"
- If the father is working late, I eat with the kids all the time

This brought positive statements as consumers here agreed that meals times are important for family to sit down together and re-connect. This helps us to understand that traditional routines are manners still exist within Kenyan society. And subsequent marketing messages should appeal to these kind of traditions.

Do you have a household responsibility?

- I have that responsibility. I have to provide them with what I know is good for them. What’s healthy...and sometimes I have to spoil them
- Every time I cook chicken, they always enjoy and appreciate my chicken, and some go so far as to say they never ate such good chicken. The way I cook is my knowledge, cooking is a talent that is what god gave me. I am not perfect but I try my best to make sure people enjoy my meal.
- I’d take chicken and fish, for me its classy food, like when on a date, hosting a party, I would prefer to make chicken for a guest rather than beef. Id cooks chicken or fish, its either stew it nicely with curry and spices, rather than let’s face it...beef is everywhere. It’s really cheap; people eat beef on a daily basis.
- maybe...rice twice per week, Ugali, we enjoy it, sticky stuff, I really like it we have it quite often, my daughter likes it too, our eating habits are driven by her, because she doesn’t eat, she is not very keen on eating, she will only eat no if she is hungry, She like chicken, the neck, with rice...she likes the leg..She loves turkey.

Baring in mind that only a few of the sample had families, this question still look to explore the relationships that consumers had with their families and friends. It was hoped that culturally this could offer some interesting insights.

Responsibilities were linked to providing healthy food, providing enjoyable or special meals and making food that suits the whole family.
Are Indulgent Foods a reward for accomplishing something?

- Yes. When Children Pass at school, or I feel I have done a lot of work, need to treat
- Yes, to look after your body. Craving for something, I work to feed myself and my family
- Ugali, chicken, Sukuma Wiki– Kales, and Fruit Salad
- my belief is when you have chicken, there has to be an excitement, a happy mood
- It depends, rice, ugali and Kenyan traditional things, chips
- Fish and chicken, they are special and rare, expensive but worth it. A great meal is Fries- potatoes, peas, carrots, maybe fish, maybe a good piece of chicken and chapatti,
- Ideal for a great meal - Stew, Rice, Ugali, Mash Potatoes
- For a really good meal.... I’d do courses, soup and let’s say bread, butter...main course coconut rice, chicken curry, like coleslaw on the side, mayo, there’s this its onions, tomatoes, chilli chopped id have that and probably a gravy

This sought to find out what consumers considered to be indulgent food, an interesting insight, while also helping to see if chicken was considered indulgent, and if not what was.

Results showed that accomplishing something did deserve to be rewarded, and often these rewards were actually a traditional Kenyan meal, which culturally suggests that this may have reminded them of their childhood when they may have received the same treatment for a good performance.

Preserving food traditions and culture

- The culture of food, how we eat, we need change; we need to be advised more, and educated. The way I was brought up, Ugali is our staple food, Chapati, Beans and Mince boiled together with Potatoes.
- In my culture chicken is more important, because rear chicken themselves.
- I’d definitely maintain my culture, how we do our foods, because it’s kind of different from how other people do their foods, for example we have a specific way of how we prepare our chicken, or how we prepare our beef and Chicken, first of all they have to roast it. And then, after roasting, that’s when they stew it. It gives it a certain taste to it which other cultures do not do that. And then also for example with beef, we have several ways of preparing it maybe there one where you dry it a little bit, soak it in honey and then I’ll cook it. That’s totally our culture. And that, I preserve.
- Yes, because culture is something that doesn’t end. Stew, matoke..cooked when I was a child

This question sought to find out if the food traditions and culture were important to consumers, import to note here the use of the world ‘preserving’ often led to confusion and it is suggested if this question was used in the future that an alternative wording would be used.
This question provided some useful answers, one could question the necessity of it as throughout the question there are many instances where we indirectly gather insights into consumers’ traditional and cultural values.

**Chicken Production Questions**

**Is Chicken Injected?**

Speaking to many people prior to deciding the themes of the interview a common thought was that chicken were modified or given things to make them grow faster. To better understand some of these false beliefs I decided to include a range of questions which looked at the potentially damaging side of broiler production and decided to question them on it.

A few things to mention, I felt that the place of this question in the interview gave respondents time to build a rapport with me (the interviewer) which meant I felt that we had created an environment in which they could speak freely without judgement or comment. I feel that my attitude during the interviews was influential in securing rich, honest and full answers throughout the interview process.

- No, I don’t think they do that. If our chickens our sick then we give them drugs, but through syrup.
- Perception people have of this broiler chicken, that they are genetically...whatever. Apparently, I do not they injected but I think that the foods they are given are not exactly, they have not revealed to the market exactly what is contained in their foods. How the chicken grows that fast.
- If it was KFC I would say yes, it was not a regular chicken, the chicken was big....The taste is different. At Kenchic in, there is a way that you breed them, bring them um, similar to African chicken, but these KFC chickens not as good as African chicken, the taste the texture they add something to it, they inject the chickens.
- They give them medicines. The food they feed on has growth hormones. Yes, it’s injected, I ask for indigenous one. The food they feed on is added chemicals I think, different from the food of the indigenous chicken
- I know they inject hormones, I used to keep chicken and I was advised to do that
- I’ve heard people say that, but I don’t think about it
- No Some people think chicken injected. In England, they inject water into it, so can sell it for more. I have never heard of that.
- I don’t know, I hope not
How long do you think it takes for Broiler to grow to Full Size?

- 3 Months
- 3 months, or two or something,
- Having raised chicken in my childhood, I would expect much longer. At times it just seems a little bit too fast though.
- 6 months
- I have no idea, what knowledge...what I know is you let it grow, but the broiler you fasten the growth of the chicken
- 3 months it is ready
- What is your definition of natural? I think if you look at it as an individual, if you eat food with certain nutrients without exercise you will put on weight. You are eating chick, at 6 8 12 week old...

Is this too fast?

- Not really
- Prefer indigenous because not brought up quickly like Broiler, they use Fertiliser or something.
- That is very quick. ’I’d expect something reasonable, even you as a normal person how do you think something grows from 35 days, from a tiny little thing to maturity, not unless its lifespan is like 14 days! You see?
- We get it from the people who raise broiler chicken. Broiler chicken is fed with things that make it grows fast.
- Yeah, is it modified or something?
- Kenchic 35 days to full growth...that is crazy! My mother in law would keep a chicken for 8 weeks or close to 16 weeks and it would be bigger than a duck, and half of it is fat, so I think it is the nutrients.
- Haven’t noticed it here.

Why do you think it grows quickly?

- Kept nice and warm and feed them Food.
- I feel they must have chemicals in their feed'
- They are looked after very well, rather than indigenous chicken. Kenchic look after their chicken. Indigenous chickens can go all day without food
- From the perception, yeah, from the perception of it growing very fast I couldn’t classify it as healthy. There is something up with the food they are given. Information about Why - Definitely, direct marketing would work, even on packaging, campaign to the masses. ’because right now there is 1001 theories going around, this chicken is injection, this chicken is so-and-so and this you get cancer and with this'
- Some people say they grow too fast, but I don’t know how they grow so fast, I would like to know.
- Whatever it is fed...nutrients, it grows very Fast, some people think it is chemicals, if it nutrients it is ok, that is what I think, it is fed well. It can eat all the time, food is always there.
About Kenchic...the feed is special is given to make grow faster, and healthier, ok to fatten; means grow fat, getting all required nutrients. trust, Kenchic has been there ever since I was in high school, before I came to realise about Nandos and steers, once you grow with the brand, even though you don’t know what they do with the chicken, once you grow with the brand, it creates trust, and if I haven’t got sick from Kenchic food then when someone’s’ comes up with a certain assumption and I think your saying that but I've been eating Kenchic for a while so....that’s your opinion, I have my own opinion.

Are Kenchic brought up in good conditions?

- I think so because meat tastes good. Proven by Kenya Board of Standards
- Sometimes they are put in one place, don’t have that freedom
- If anything grows that fast, I’m sure they must be taken care of
- No, don’t have space to move. Small space. Would like more Info
- Yes. The structures, people check on the chicken quite often, I believe there are poultry doctors to check up, illness is detected much faster
- No... They survive; I think they are kept in ok conditions
- Yes, otherwise they would die
- I came across some stuff on the internet...I don’t think so
- Conditions here seem better (than abroad) - , caged production line, maybe not great, maybe I don’t want to know. If I thought they in small cages, I have seen films from other countries. If I saw conditions bad...I maybe wouldn’t touch it...if caged, and stuffed full of drugs.

These questions provided interesting insights into consumer beliefs over Chicken production, feelings were mixed about injections. The most common length of time that consumers through it look Broiler chicken to grow was around 3 months, on being told it was shorter many consumers were surprised. When asked why they grow fast most felt they were given a ‘special feed’ which could be harmful to humans. Based on this, if possible it is suggested that Kenchic’ could provide details of their chicken feed, in a comical and amusing way. The response was quite positive about Kenchics’ chicken conditions, where most consumers were able to reason that if the chicken tastes good and lives then it would be expected to live in good conditions. Some messages which re-enforce these statements were designed and will be discussed shortly.
Chicken Cartoons

- When it has colour it’s more presentable.
- A good idea into Drama form to teach people. People would understand it.
- Start with the eggs, chicks, cockerel, raw chicken then cooked chicken.
- Then you really need to get someone who’s really creative, have you seen the cartoon ads in Kenya, Terrible!! Take for example the ones used by Safaricom; it’s like two green thingies talking, terrible! And they copied it from South Africa. So you need to get something original, already people hate that!!
- Good but they should have a picture of a fork, underlined with a fork. And a farm, chickens, green a farm, underlined with a fork to drive the message home.
- Yes maybe put some chicken meat here, some greens, not chips. Explains the life cycle of chicken, how it started, how we come to get a chicken.
- I think the main thing should be the more effective real thing, inside the factory?
- I’d actually go for this, because when I asked I’m only seeing chicken its being eaten, I was like, the other is simple but I’m getting the feel of being raised from chicks to when they are big, and somehow it’s getting to supermarket and its cooked.
Grandparent Cartoon

How are we different?
A Kenchic chicken comes from a long line of healthy family, we know its parents, even its grandparents!! Now that's special!

- They are imagining about their Grandparents, I understand.
- The way they buy grandparents, then parent then chicks. With Kenchic know its grandparents so if disease it can be passed on.
- Grandfather, Chicks. I like it
- Think of something that is more appealing to Kenyans, but if you are going along to concept of kuku Mfalme, it will tie in, yeah.
- Ha-ha, is this the queen? Ah God Save the Queen, she’s going to be slaughtered though, and the first king of kuku, this would be good as an advert!! This is nice, very creative.
- Yes it is good. It is something I have never thought about
- I get the idea, I just came up with a funny joke, my mum can beat your mum, and it’s probably a broiler telling an indigenous chicken, and this chicken is saying, I don’t know what my mum looks like!
- Its taking me a while to process, once I saw this chicken saluting, what I just saw were chicken faces... it’s not really working.
• It’s not clear
• Cartoon - It depends, Kenya a very oral society, don’t read much...pictures few words to get the message across.
• This is the queen, so nice. That’s exactly Mfalme, which is King in Swahili
• It works, may need explanation
• It seems it needs more contexts to help you understand. goes on the kuku Mfalme link, a joke of that in a way. ‘Now I’m actually getting whole point of the design.’
• Cartoon concept?? Yes, that would be good, what may be even better, is to put it, like the wash your hands cartoon...the soap advert...a character who is a chicken, grading is good...or like Ribena blackberries which explode.
• I think that is quite good...kuku...yes that works for me.
Comparison with Other Chicken
(This elicits negative reactions – but culturally gives fantastic insights)

- That is not the best way. That is too harsh. You have to do it in a humble way
- Compares Kenchic with other chicken, this one they don’t have a background, compared to Kenchic, it is best.
- Indigenous chickens eat whatever they find, so when they get sick, they get bird flu, if the bird is sick and you eat it, you will get sick
- How can you diss our indigenous chicken like this? You’ll have to change your dustbins, our dustbins don’t have flowers! Not bad, not bad
- It’s looking for its daddy, that will offend a lot of people, but its good
- Laughs…I said indigenous chicken is sweeter…It is mad, but this is what happens
- Maybe on crutches
- I feel I’m having a dead chicken is too dramatic, probably a chicken in hospital bed, seriously sick but the idea of death, because your target it everybody, probably kids don’t even understand what death is. I feel this is too emotional, because someone might have lost their dad. And become emotional...
- I agree with that cartoon, they do eating anything!
- It is good… Kenyeji eat anything, dirty, comparing, they know where the parent came from it is good
Further Comments on this Slide

- It works two ways...someone who insists on Kenyeji will now have an issue with Kenchic,...it should not seem like bashing, I think it is.
- Don’t think important...Poverty in Kenya...damaging marketing strategy
- It is an issue; it is an issue to me, because I cannot just buy chicken anywhere, because I don’t know where that chicken has come from. You never know, maybe it has been eating a lot of dirt, compost, and all the doo-doos and you know the bacteria'
- I think the bin shouldn’t have flowers on it.
- yeah we get the message
- it may scare my children
- This is too much but this is OK, it is a bit deep but very good. Not too deep, depends how you put it out...subject to who you are marketing it to...the middle class with understand...If you want to market to everybody, cartoon everybody will understand...if put some in Kiswahili...but they will still understand it.
- “Who is my daddy”...looking at society now...it might be an issue...My way of looking at things is, I will not tell you what the competition does not do, I am not selling what they don’t have I am selling what we have
• That’s the best way to protect other people, protect the whole generation. I really understand. From Mama the antibodies are passed on, it’s a nice picture. You are sure you are safe
• It’s good, vaccination and also backgrounds it known. It works
• Not complicated but some people will not like vaccinations, injections, need to be in language people can understand. Simplify
• Are you going to mention these chickens are injected and genetically modified, because that would just create the perception of GM and not natural.
• Momma is bigger than daddy!! But this is good, you can run this on telly, its good
• Those antibodies, is it what makes them grow, oh it helps them fight disease. Are those antibodies harmful to humans?
• This is too scientific for most guys – maternal antibodies!! For like a business to business its fine because I’ll be interested, but for a consumer, we are more into visuals, just looking and let our imaginations spark. – Id put a chicken doctor being injected by another chicken. And a chicken doctor injecting its fellow chicken, and it resulting of its being stronger
• Yeah because it’s more cute, its needs to look more Kenyeji like. If it’s for my good health, then that’s ok to vaccinate them
• I just thought, in this slide, let’s assume this guy is working out...in come the sicknesses...he has had his shots...he knocks them out K.O’s (Knocks Out) them, this macho man...good guy who would take care of all the criminals...a macho character Kuku Mfalme...his duty is to make sure the Kenyan market gets good stock...Kuku Mfalme.

• If I thought about vaccinations and chickens it would put me off. Fresh, disease free, idea of it being pumped with injections...I wouldn’t make any reference to that.
Farm Photo

All the Kenchic Farms are 100% bio-secure and quarantined. Your safety is most important to us. We know that for a quality chick, we must be willing to go the extra mile.

That’s why we start with the grandparent stock - to ensure the chick is of the highest quality, and used to the region’s environment and climate.

Now let us take you inside our chicken barn.

Next Slide – Inside Chicken Barn

Looking inside the chicken barn, you can see the conditions our our chickens. They eat and drink well, have space and are tenderly looked after.

Because just like us, a happy and healthy chicken will grow quicker, get bigger and provide you with...........

We are “kuku” about chicken!
Farm Photo Comments

- Climate is important, like now you say were Kenchic is. I must believe it’s away from the Hazards in Town. Town environment is not fresh
- Diagram is good, all the different chickens are kept separately - Grandparent, Parent, and Chicks split
- In general I feel better about broiler chickens after seeing the film, it is clean.
- I want to see inside now...
- Id take cartoons also because a lot of people are afraid of live chickens
- Yes, you can see that they are being cared for
- Yes that is good...positive aspects not negative (means highlight the positive things of Kenchic, not talk about the negative things of other people)

Chicken Barn Comments

- Wow, I think that is the best way. In some other places keeping chicken the place is direct, smelly and they are sold to make money. But if chicken can be kept the way you have shown me, I think that is the best way
- Inside is good, but this is a Mzungu (White) farmer...show black people not white
- I think it is a nice chicken, healthy, compared to indigenous ones, because of what they feed on. The feeding is different. I think the freedom; my problem is the vaccination and the antibodies. I want to know if it has any effect to us and to our bodies. Most people don’t eat chicken because of these vaccinations.
- It’s nice but the chicken it not shown here, a cartoon is better than a photo
- Maybe have a sequel that keeps going on...to be continued next month.
...A perfect meal for you and your family

Time after time.

"The Chicken of Choice"

We are "kuku" about chicken!

Because Kenchic have such control over the Chicken Journey, we can guarantee the Halal standards throughout our entire product range

To make meat halal, the live animal has to have its throat cut by a Muslim who is reciting a dedication. The carcass must then be hung to allow the blood to drain out of it.

Visit any Retailer of Kenchic Chicken for a free copy of our new magazine, it contains Recipes, Chicken Facts, Advice on Chicken Preparation, Safety and Nutritional Advice or visit online www.farm2fork.com

To make sure you always have the highest quality, healthy chicken, look out for the Farm 2 Fork logo on all our packs

We are "kuku" about chicken!
Summary of Cartoons - Where would you like to see this?

- On Packaging, Adverts, along the roads, On TV, should be doing it on radio, and should go to local, vernacular languages. They have to make it fun
- Show ugali on a plate or Chapati. Roast would look better.
- Maybe for website purposes it would work, and documentary but maybe if hanged in restaurant I don’t think people would have all the time to read it. one thing, creating awareness you want the opportunity to get someone’s attention, when it comes to text, not many people actually come to something and read it, unless you are really bored or waiting for something.
- TV, Shops, Kenchic Shops
- Maybe a poster or commercial? A TV commercial, phrase and catchy. The cartoon thing, so catchy, very good, developing the idea
- Something you can run along with, develop for prime time TV ads...7 o clock meals is not for Kenyans... people home by 9 ...even if out in pubs very interesting...it stops..

How do you feel about chicken that isn’t Kenchic after seeing this?

- I don’t buy other chicken. I'll be letting down what I have studied.
- Not very comfortable. But Kenchic I would buy it
- I feel Kenchic farm is doing a good chicken. I am happy to have seen that
- After reading about farm to fork would you be happier about buying Kenchic, yes I would and I am.
- It depends on where you buy it, where they are kept
- They will have to up their game, as I said before when you say Kenchic, when you try to bring in a new brand you match up for me to actually consider you
- That were they going is not safe, that they eating anything
So after seeing the Cartoon, what do you understand about Knowing a chickens grandparents?

(This showed the benefits of reaching out one-to-one with respondents)
(And the potential for further explaining the Grandparent Idea)

- Respondent Doesn’t Understand
- To know the background
- Benefit is that the parents, what is being sold in supermarkets, are not those old and tough meats. They are young and healthy chickens that still have more protein. When something gets old, it becomes tough. It’s easy to understand where he is buying from.
- Its good, at least you have explained the grandparent thingy, yeah. Which I didn’t know. That at least there are no transmitted diseases that come from a line like their lineage, coming in to whoever.
- Well if they were healthy, I’m healthy – that’s it. You are what you eat. The grandparent tells you about it Lineage and eating its grandson or granddaughter...
- I get to know the origin
- erm...it makes me know KENCHIC Cares, they keep things accountable and success of a company measures by the track record they keep
- It makes me feel you are doing more. Now I understand why it’s that price and they have to charge that way.
- I know it is healthy for me - Id think is it good for me, is it healthy, am I getting the right product for my money
- especially the concept of grandfather, son, You want to eat something healthy, if you saw a chicken dying here, I doubt you would eat that

Cartoon Recommendations

The cartoon proved to be an interesting point of discussion, the ideas were developed from current materials and by my visits to the Kenchic farm. It is hoped that they can serve as a starting point for future development of the farm to fork concept, as the cartoon idea was well received it is recommended to Kenchic that they consider this option further. The comments given after each slide should prove useful to help make the necessary improvements.
Kenchic Advertising

Have you ever Seen Kenchic advertising?

- Billboards, Recipes. I recipes are good; I used one for Chicken Curry. I really liked it and I still keep that.
- Yes on posters. Chicken Meal and Chips together
- I can’t remember
- The one for Kuku Mfalme. I don’t remember
- Yes, best ad ever its, it is very funny. It is about this guy who has this wife, he is dressed in Ninja stuff, all the moves, very funny
- Yes on TV. The chicken, a person holding the chicken plate. Sometimes on recipes
- The kuku Mfalme,
- I know one advert, chasing the chicken.
- No, only at the outlets
- Mainly what is in print in the shops...there was one they did about the Thursday...I asked but it but they said no that deal was not on. Kenchic are watering down there name. Everyone walking in and asking for Chicken and chips on a Thursday should get that. I went into 2 different places with Kenchic sign and they said no we don’t do that.
- No have seen vans, I had seen the logo before.

Have you any ideas how Kenchic could do its advertising?

- Road show with a big trailer and let people compete at Cooking
- On TV, just after the News
- Printed on the chicken pack. Print pamphlets and distribute to retailer. Best advertise on the radio. Every home has Radio. It’s better to advertise health benefits in different Mother Tongues. Some do not understand English. Not everyone has TV.
- Yes I would like to see more recipes.
- It will probably be like a model posing with some chicken to eat yeah.
- Most Kenchics' have TV screens and they put adverts on plasma screens, so most people tend to look on the screens than around it. All joints have plasma screens. I think on a bus, and they did a preview of hatching until they go...all the procedures how they are looked after, that’s what gave me the idea of the special feed. Not injected
- IF it was on TV It would be popular with children, TV would be good - At 7pm, after or before the news, weekends, lunchtime – KTN
- Radio adds...excellent...more pictures less words

The questions on advertising were developed to try and identify if Kenchics current advertising is creating exposure and awareness. I understand that currently new advertising
is in development to develop the brand, so a repetition of this in a few months time could be very interesting to see if it is working as expected.

**Kenchic Magazine Sample Design**

When considering methods of getting to consumers, passing healthy eating messages and presenting the farm to fork cartoon, I thought that a Kenchic KUKU! Magazine idea could be explored. So prior to the interviews I developed sample content to test with the sample group. Here is a potential cover idea.
Contents – (Full Content Available in Appendix 11.0)

29. Front Page – Design, Like a Glossy Magazine – Same as Hello or Ok magazine – KUKU (with big 3d glossy Photo of the chicken)
30. Caught eating Chicken today – Celebrity/ Photos in Store
31. The History of Kenchic and Chicken Eating
32. Raising awareness of the Farm to Fork Concept – Cartoon
33. Simple Recipes
34. Readers Column about Favourite Chicken Recipes
35. Health Advice about Chicken
36. Chicken vs Beef – The Facts
37. Chicken Cooking Tips
38. Cooking Thawing and Freezing Tips
39. Encourage Healthy Lifestyle Advice
40. New Chicken Sausage Advert – Like a Smokie Ad
41. Interviews with the Stars
   Azar Anwar
   Humphrey Kayange
   Catherine Nderba
   Inspekta Mwala.
42. Kenchic Inns – Photo of the New Inn
43. Interview with the new Inn owner
44. Advert about the New Inn – If you want to open one
45. Kenchic Inn Menu
46. Locations of all Kenyas Kenchic Inns
47. Nakumatt Advert – Full Product Range Advert, Special Offers and New Products and all Locations of Nakumatt
48. Innscorp Ad – Promoting Chicken through Galitos + Chicken Inn
49. Discount Voucher for Kenchic Products – Could be promoted on front page
50. Advertise the Mobile Van
51. Feedback, Comments and Suggestions
52. Kids Section
53. Funny Chicken Jokes
54. Crossword based on Farm to Fork key concepts
55. Word Search based on Cuts of a Chicken
56. Colour Kenchic - Film Star Kenchic / Royal Kuku

Magazine
- Good idea, could put it in my house
- Good, especially to those who don’t have a TV.
- It sounds good.
- It’s very informative; I’m loving the healthy living tips
- Ok a free magazine would be good but the reason is that you would not reach the children, the reason I say that when I visit Kenchic at my lunch time I will pick up a magazine but I will keep it in my office, I won’t take it home
Something like that kind of size, hand held, in terms of the look and the style...have you ever seen that magazine before...the colours, photos, headlines. KUKU

Contents Comments

- Cooking tips - Showing the weights and hours, it’s important actually. Because otherwise you'll end up getting sick or food poisoning
- I Recognise Hello Magazine. Size very good can be picked up. Show people in a rural Area enjoying their chicken
- This is magazine is a very nice idea!! The publication but if you have all these tips maybe publication every 6 months, not every week.
- This would so help!! So much
- It would be good, it has everything. It would be good if it was in Swahili as not everyone knows English, so a Swahili. Yeah because I don’t think there’s any other company who has such a product for the Kenchic class. The Kenchic class is a middle class, anyone can go there...like me a cannot go into a Gallitos because I know my pocket will not allow that.
- Yes it would be pleasant to read...some interesting things, useful. Healthy food tips,

Do you know Azar Anwar?

- No
- Rally driver
- I don’t know
- Anwar is doing News?
- Yes, the driver. yes I know

Do you know Humphrey Kayange

- I’ve heard of him
- Wow
- Rugby Player
- Rugby
- Kayange is ....a sports player; Kayange is what you call...Rugby,
- Yeah the Luya rugby guy
- Yes, Humphrey is Luya, they like chicken
- I think sport people give a better example

Catherine Nderba

- Yes, she is an Athlete. Marathon Runner
- Wow
• Marathon Runner. I don’t think these people can sell
• Sports
• Nderba is a runner
• The runner yes...

Idea Catherine could give tips about Exercise or Humphrey about Strength

• That would be quite good because the energy she uses in running she will have to stay healthy, and the way she eats she should tell us and Why does she like that'.
• Kenchic company must try and educate people
• yes, it would be very interesting

Inspekta Mwala

• Yes, the actor.
• Mwala is a comedian
• I do see him on TV. He is a good guy. People like him very much. He would do better than others. Another person called Papa and Mzee - actors, people like them in rural areas - on Monday 7.35 on KBC. Monday 8 something on Citizen you see Papa Sharanza
• Entertaining
• Inspector Mwalla is much better, wider base with middle class...More the target audience...The rugby guy appeals to those with more purchasing power. The people who frequent Kenchic inns would like Inspector Mwala
• Inspeka Mwala, he is well known - as is Erik Omondi, there is Churchill
• Yes I know him, he is very good comedy...if you can bring the concept out...Yes I would like to see that. He does appeal to the mass

Kids Section

• Join the dots, Children love to do that
• Yeah considering the magazine are for free right then when the kids are waiting for their food right they can get the magazine and then the parents will end up seeing it, so it’s a strategy of spreading it out.

Recipes

• Recipes should be first priority. Like 4/5, Easy, Moderate, Very Easy
• Yes. Although I can’t afford an oven
• I’ve seen them in the butchery, but I don’t take them. It was because of lack of education.
• Recipe for chicken dishes, one or two...it will make people think more about it,
I don’t know how to Yes I like roast but cook it. Yes. There is a day I tried, but it didn’t come out nice. I try new methods, Ask friends, read cook books. Swahili cookery books, Google. I don’t know how to marinade

Yes always good…pull out

Do you think this magazine would be popular?

Reading and teaching people about healthy eating is so important. I love that magazine and you know Kenyans nowadays are trying new things so I think it’s going to be a cheaper way of introducing people to either new methods of cooking, healthy tips, and all that....

Yes
The magazine I’ll take,
The content is good, it is informative, and definitely people will have interest to read and they will certainly want to see the next issue; yes I would because there is no other chicken company that has come up with such a concept so yes I would, and I would be interested to know what these people are saying.

Yes, I would, my friends would.
Yeah with the information inside, everyone will be running there (to Kenchic)
It has something for everyone, recipe for the ladies, something for children, maybe more for the guys...if guy doesn’t like shopping,
. Yes our staff in the office would (be interested). It has to be free. Yes.

Is the magazine understandable?

It’s easy to understand, I’ve seen the way you put it, the way you have programmed it, it’s so easy to understand.

Yes
Try to make it short, maybe too much information...split into other issues

It gets your attention?

Yes, because when you see like...healthy tips of living...then it gets my attention thinking 'how should I live?' being healthy is so important
Yes, Enjoyable in the sense of celebrities information, it’s been done in the entertainment scene, this is something new in chicken
Yes, if it has sports, all those things

Has it told you something new?

Yes, something like...you say the meaning of Halal, I didn’t know about the meaning, I just knew the labels and it wasn’t that important but the way it is now I don’t recommend you put the meaning.
I have learnt a lot. Other people would find it interesting and informative
Now I have information at hand, I can carry home
It has, whatever I read there will be of help to me.
Magazine - Distribution

- I think the whole of Kenya. Because it’s so important for the whole of Kenya to know those tips, there are people who never...even those people who are selling chicken, it’s important that they use the tips and pass the tips to other people, and urge people who buy Kenchic get this magazine, people nowadays they are very keen on watching their health...Like most families now, those who are modernised...they really love to ...they like white meat a lot...let’s say chicken or fish...or veggies. Those who have had tips about why red meat is like this...they should not consume often, that’s why they are cutting down.

- In the stores, at Cyber Cafe, Butchery, Supermarket

- Probably at a place while I was waiting for my food so somewhere like Nandos or Chicken Inn. Where you have to slightly wait 5 minutes for your food, so you have time to pick some

- but you can also have, when supermarket when you purchase a chicken from till attendant, drives the message home, this person takes it home, maybe your friends come visit you. Supermarket much more serious people, so I would take it there, you see in a fast food someone could pick it up and use it to wipe their shoe!!

- Supermarket...Butcheries

- Distributed in a pocket. More appealing than 'piling it up'

- I would ask if it is free, then I would pick one. Could have a cardboard cut out of a chicken with the magazine stacked inside, free magazine please take. That would be good, because if I see I magazine there I will first ask, is that for free?? Shy people might not even ask yeah.

- Free magazine...yes, good marketing strategy. So, the marketing strategy, is the magazine reaches out to people...to me it is good...if you get a slot on TV, a slot Kuku time...all that...explain the Kuku Mfalme concept...that is my idea...to get to the masses

- From Kenchic. In a newspaper, everyone would get it, if at Kenchic they get it for free, so might just throw it away.

- Supermarkets.
Kenchic Inn Questions

Have you had food at Kenchic Inn before?

- Yes
- Yes
- I have never been in, but I have seen them. I don’t like Junk food
- Eat fast food once per week.
- I would have it 2-3 times a week that would make it 12 times a month.
- when the money is there we’ll go, any time in Kenchic I’m buying, let’s say 3 times
- It’s daily, if it’s not eating, in a week, thrice maximum. Trust for me is important, hygiene, a club or pub mostly does indigenous chicken, id say I like good food, that’s how I feel. When you get the pub food, it’s bought it put on the table, I look for professionalism.
- Yes
- I can buy a half or a ¼ in the fast food place.

How often have you had food at a Kenchic Inn?

- Depends on when I go out
- A few times
- What I think generally about Kenchic inns, they need to be standardised. They all need to be standardised because for example Kenchic inn, some Kenchic inns in town, there not so clean. Compared to others that are considered to be upmarket. So, if it’s a franchise it needs have a general standard. The newer ones are better, much better
- Every time, it’s a stone’s throw from my digs, it’s on my way home. It’s fantastic, it’s very clean. It’s in my neighbourhood, have you seen its proximity to the shanty’s? Where they have filthy food, rats running around and next to it there’s the very clean Kenchic...But the prices are high. The reason I like this place, with both of them, used to go to Jeans first open 24-7, the number one place on your way to town. They saw they were doing well, giving what we call Burnt offering. Like a chess board, black fries! Then the other Kenchic opened up and guys who were frustrated moved... like clockwork everyone moved, so I hope they don’t compromise on standards. It’s professionally done and there a big sign, you really can’t miss it! The CBD Branches need to work on less smoke, sniff sniff, that smells like Kenchic, that’s what good about Nairobi West. I noticed the stainless steel in that place, and all the Uniforms look good.
- I feel, the whole setting...high stools if you can have a few...like Gallitos, instead of a long table with stools, we don’t mind that, but instead four seats around a sofa, that’s the in thing!! a place to get chicken, order food, and sit, that’s what me and my friends do, find a place, sit comfortably, order enough and just relax, eat and let the food settle. Yes on the long table everyone is there, I want privacy; you know I want to hit on this chick but this guy is listening!!!
Chips once a week
Twice, 2 times in 2 weeks. I don’t take my family out so much
You go to one Kenchic it is very clean and nice, and another is not. EG you go to the Kenchic out by the airport and you think you are in Steers or KFC it looks nice, everything is clean and nice. If you go into Steers and there is an offer on, buy one burger get one free, so I think it is Wednesday lets go and get a burger,

Where else would you go?
It depends when I go out, maybe when I go to town. Or when I go...yeah when I go...because most of the time I’m working. Maybe during the weekends. And the only place...most people say...let’s go and have Kenchic.'
Friends House, Fast Food, mostly Fries and Chicken
Friends home. Small Village restaurant, where cheap chicken. Nice soup stew with Ugali. Not Regular
I eat in restaurants, although last time got food poisoning. Risk with Stewed Chicken. Kenchic, Gallitos, McFrys. I’d have Bhajias, Masala Fries or Roast Chicken.
Buy half chicken. Sometimes in hotel, ready done, sometimes cook at home. Twice a week...in town. Chicken inn, Wimpy
I go wimpy, steers and Kula corner, Gallitos, Kenchic, Mcfrys
Often eat out - it’s more of the bachelor life, who wants to clean up afterwards. honestly I’m young, I like tying new stuff, I like going to new places and erm...getting a feel of different culture when it comes to food, different scenes, enjoy life, I think why restrict myself when I can have anything I want. steers, nandos is still Gallitos right...I do Kenchic, Mcfrys, this Hurlingham place Kula Kornor, if its fast food these are first I think
Kenyan hotels - Locally owned small places - ugali with meat and stew
Sometimes do sushi takeaway that is one thing outside the home, pizza occasionally, Indian. I eat out quite a bit, At least once or twice per week
Miscellaneous Topics

New Product Development

- Chicken Sausages - I have tried them. I love that, and chicken what....chicken sausages are great, I must say that. And what other products, like Chicken...erm...do you know the way you make Ham
- Ready Meals - Would be interested if it makes my life easier. Weigh up the factor - how much would it cost me? My segment, we are always o the run and do not have the time to do all that.
- There’s a certain saying...the fun in actually in the preparation, I would have this marinated meat, but I would actually like to do the marinating myself, that’s where the fun is. There something, a certain saying we have, the tools of the trade...when people say you have done cooking cooking

Smokies

- You know there is one problem with us...we don’t understand the difference between Sausage and Smokies, all we call is Sausage. Even if its smokies we call is sausage. So it’s so important to make the difference, these are chicken sausages and these are chicken smokies.
- I don’t like them. People who can’t afford chicken buy Catacata, bones without meat.
- I hate food on the street. Because of the hygiene, not for me
- They are factory rejects
- Should make spicy Sausages
- For me when it comes to the religion thing, you can’t cook pork sausages, I think chicken its more preferable, all religions
- They are not bad, they are ok. I prefer pork, the taste is different. But Kenchic should look to create a similar taste because Kenchic can take this market because most people don’t eat pork, the Muslims don’t eat pork, so if they flavour it. Take the smokies as a snack
- Have you had Kenchic sausages...yes, ok ish. It was a while back, they were nice, but not that striking.

Fish

- I like the flavour. Smell nice. Make stock and soup out of it
- I like fish, I buy it
- I am allergic to fish
- I like Fish, Eat Twice a Week in the home. Purchase fresh from Meat Market. Tilapia or Catfish. Worth paying a bit more for. Not like chicken that is available everywhere.
- Fish because is white, and doesn’t contain fat, I don’t want to get fat.
- No, I don’t like the smell!!! I just feel it’s yucky
- Yeah I like stewed fish, not fried
- The most different
• Once in a while, the small fish in the market, to us they sell very cheap, sold in Kilos, just fried, with kale. It can be dried, we buy it dry
• In a restaurant I would look for fish. I would rarely order chicken in a restaurant, I am looking for something different. Stuff you can’t have every day

This was simply a question to find out perceptions on the other major white meat option, Fish. It was fairly popular and seen as more special than Chicken.

Final comments of Interview

• Mfalme logo is so important, familiar and important to us, if you change everything you confuse people
• I Would be interested to know this information
• Read when I have time, after the meal. Instead of reading the Newspaper will read the magazine. Recipes can pin in middle pages. My suggestion would be to go to more promotive people. Should be English and Swahili, try include
• It would definitely get people to think more about Kenchic, their lives and apply and create a different mental image about Kenchic as a caring,
• Would that increase your consumption, yes, but it’s kind of, Kenyans are known to go for discounts. If it’s something else you could have...think of Safari sevens why not Kenchic, or Rhino Charge, drive the message though and through to all people, all classes, you could have Inspecta Mwala, high end like Golfers. Tusker Open. Another idea, could have SMS lines you don’t reply to them, bulk SMS – Hey how about KUKU today?
• Even as young bachelor who doesn’t cook, is it relevant
• But are there girls there, I don’t think they are there promoting it, I think it’s there were some girls or boys saying there is this promotions like other companies, saying hi by the way Kenchic has that promotion....
• The ideas are great, the concept and ideas, we will know more about Kenchic...we see it, but now if you know the brand as Kenchic...this has made you think once I see Kenchic...the concept farm2fork...you want to know the difference between other kuku and Kenchic
• What you could have is a KUKU club, member with a card...preferential discounts
• It would be expensive to produce...instead free inserts in newspapers...
• More offers - like today I will be going for the buy one get one free on burgers at steers, and i’ll do that because I know I’m getting 2 for price of 1, if I knew there was something like chicken – I buy fries get chicken, idea of an offer
• I appreciate because this is the first time I have been interviewed in my life'.
William D Hanrahan  
Steetley House, Steetley,  
Worksop, Nottinghamshire  
S80 3DZ  
whanrahan@ymail.com

A dynamic, people-oriented marketing masters student competent in all types of communication seeks a career in sales and marketing

Education
2009- 2010: University of Warwick  
MSc Marketing and Strategy  
- Dissertation & International Marketing Consultancy Project: Kenchic Ltd, Kenya  
- Research e-portfolio available: http://tinyurl.com/wdhcv

2006 – 2009: Newcastle University  
BSc (Hons) Marketing 2.1  
Modules Include: Strategic Marketing, Human Resource Management, Innovation & Creativity, Quantitative Methods & Statistics and Marketing Communications
- Developed a toolbox of marketing techniques and an appreciation of the role of marketing within a range of business environments.  
- Enhanced reading and critical abilities to engender logical and reasoned arguments.  
- Group projects have provided the skills to build self-confidence and improve management through developing working relationships with other team members.  
- Dissertation research into students’ attitudes to convenience food with a focus on luxury ambient food products.

2001- 2006: Mount Saint Mary’s College, Sheffield  
A Level: Economics (A), Accounting (B) & IT (C)  
GCSE’s: 10 A* - C including Maths, English & French

Marketing Experience
06 2008 – 09 2008: IML Labels & Systems, Sheffield  
Marketing Internship
- Designed and co-wrote promotional material, liaised with printers, co-ordinated public relations, publicity and press releases to gain customer attention and interest.  
- Successfully segmented past customer database and targeted these groups effectively to increase sales and inform customers of new products.  
- Created a new website with limited funds, set up search engine advertising with analytical software to attract web traffic and monitor visits. The website instantly attracted visitors from all over the world.  
- Demonstrated the ability to understand clients’ needs and deliver satisfying solutions within a specified budget. Ran various marketing campaigns using an array of skills learned on the degree program. These were successful in generating additional sales and relationships in the new markets discovered.

Additional Experience
05 2009 – 08 2009 St Thomas More R C High School, North Shields  
Teaching Assistant – Business Studies & IT Department
- Taught and mentored 14-16 years old business and IT students in preparation for GCSE Exams.  
- Created visual aids, interactive material and developed course materials.  
- Demonstrated artistic ability, inventiveness and stamina to contribute new ideas and to develop students, particularly when working one-on-one with less able students.

07 2007 – 08 2007 Wincanton PLC, Shireoaks  
Administrator
- Dealt with enquiries and handled all general administrative matters, developed professional skills and how to successfully manage workload.  
- Filled and retrieved despatch notes, orders and delivery records, learning the process quickly was crucial.  
- Customer service awareness in this role helped develop interpersonal skills and ability to build rapport with customers in a short time.
07 2006 – 08 2006 Total Saddle Solutions, Barlborough

**Database Designer and IT Trouble-shooter**
- Developing a system for recently formed equestrian niche business, this involved learning new skills necessary to complete the job.
- Created a comprehensive database, tailor-made to the business, including reports to aid management decision making.
- Used ability to maintain a consistently high standard of work under pressure, timing for this task was vital, however the complete solution was delivered within the deadline, the database is still currently in use.

06 2005 – 07 2005 Greencore, Sheffield

**Telesales**
- Worked effectively with field sales team
- Operated in a highly competitive environment
- Advised customers on current promotions and took orders
- Highly developed communication skills, fine tuned by the need to deal effectively with people at all levels.

**I.T Skills**
- Expert Knowledge of Microsoft Office- Word, Excel, PowerPoint
- Access Database and Lotus Approach
- Microsoft FrontPage / Expression Webpage Editing Software
- SPSS Statistical Analysis Software & Minitab
- Web design
- Keyboard Skills – 60 wpm

**Languages**
- French: Business level proficiency
- Spanish: Conversational

Full Driver’s licence

**Positions of Responsibility**

**Combined Cadet Force**
- Involved in the Combined Cadet Force, showing leadership abilities and rising to the rank of sergeant showed a capability for helping and training others, including instructing younger cadets.

**Food Committee Executive**
- Playing an influential role in advocating healthy food choices and making sure that cultural differences were celebrated and enjoyed as theme days with a special menu. The position was to collect ideas about which foods should be served and reflect upon the quality of food being provided, working closely with senior management and reporting findings to them.

**Sporting Interests**
- Used to working in partnership with other individuals, well able to work as part of a team, including capturing the 1st Sevens rugby team in the final year of college.
- Proud to represent Newcastle University Rowing Team, participating in the National Indoor Rowing Championships. Rowing helped understanding of the importance of team building and commitment, regular training sessions helped the development of time management skills.

**Interests – Food & Drink Industry**
- Various travelling throughout the world has enabled exploratory visits to Vietnam and Hawaii to learn more about the tea and coffee growing process, international trading and learning about the culture of doing business overseas.

**References**

Prof. Christopher Ritson
Newcastle University Tutor
Newcastle School of Agriculture
NE1 7RU
0191 222 6909
c christopher.ritson@ncl.ac.uk

Paul Magyar
IML Mouldings – General Manager
Unit 13 Vernon Court, Shirebrook
NG20 8SP
01623 74 8442
sales@imlgolf.co.uk