

FACTORS AFFECTING PACKAGING OF PERISHABLE PRODUCTS IN KENYA:

A CASE STUDY OF HARVEST FLOWER LIMITED

BY

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DECLARATION

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

Signature..... Date

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BML/19/00730/1/18

This research project/thesis has been submitted for examination with my approval as University Supervisor

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DEDICATION

This research project is dedicated to my parents Mr. and Mrs. Jeremiah Muanga for their support, encouragement and love towards the success of this research project.

ACKNOWLEDGMENT

My gratitude goes to my academic supervisor Mr. Tom Kawino for his professional, academic and moral support throughout the study; I appreciate The Management University of Africa and finally to the entire Harvest flower limited for giving me the perfect opportunity to further my studies.

ABSTRACT

The main purpose of the study was to investigate the factors affecting the packaging of perishable products, to establish and determine if competition, cost, technology transportation and government policy affects the packaging of perishable products. The main beneficiary of the study will be the management of Harvest flower limited and other manufacturing industries and organizations.

The study adopted descriptive research design where sample size of 100 employees was selected from the target population of 1000 employees which was 10% of the target population derived using stratified Random sampling, Questionnaires were administered to respondents by the researcher. Data was collected and analyzed quantitatively and qualitatively which provide an appropriate analysis.

From the findings, 96% indicated that costs of packaging affects the packaging of perishable products in Kenya, while 4% of the respondents said it does not affect. 88% of the respondents indicated that government policies affect the packaging of perishable products in Kenya while 12% disagreed that government policies don't affect. 95% indicated that competition affects the packaging of perishable products in Kenya while 5% of the respondents said it does not affect. 92% of the total respondents said transportation affects packaging of perishable products in Kenya, while 8% of the respondents said it does not affect.

The researcher recommended that the management of Harvest flower ltd must change their strategies more often for the organization to remain competitive in the modern market. Also the management need to be innovative so as to bring out the best packaging that will meet modern market needs as well minimizing production costs. Government policies should be observed when dealing with packaging.

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ACRONYMS AND ABBREVIATIONS

BS	British Standard
ISO	International Organization for Standardization
MUA	Management University of Africa
R & D	Research and Development
USA	United States of America
LTD	Limited

CHAPTER ONE

1.0 Introduction

In this chapter the importance of packaging and issues affecting packaging of perishable products are discussed in the background of the study. The statement of the problem is well explained as well as the objectives of the study. Significance of the study to harvest flower ltd, other researchers and the government are discussed. The scope of the study showing where the study was done

1.1 Background of the study

Packaging is the process of protecting products for distribution, storage, sale and use. Packaging plays an important role in the customer buying process and therefore the design and art is imperative. For a packaging to be successful, both the technology and the design work well so as to adequately deal with transportation, warehousing, sale and the end use. Old method of food packages are short barriers to delay adverse effects of environment on product and cannot protect products for some long distance shipments. Modern packaging, allows the packages to be safe and free from contamination throughout shipment. This modern packaging has enabled for packaging of perishable products. Packaging has three communication functions; communication of information; content, destination and ways of handling, advertising the product and improving communication with consumers and customers. (Brody, 2004).

There is no firm line that dictates when there is too much government regulation. In the case of packaging for perishables many people believe that consumer safety is the most important factor to be considered. This means more regulation is better than less due to the high stakes for consumers. Government involvement helps prevent and reduce the risk of biological, chemical, and physical contamination. If there is too little oversight the already high number of people that get sick from foodborne illnesses will undoubtedly increase. (Armstrong 2004)

Perishable products and beverages packaging comprises 55% to 65% of the \$130 billion value of packaging in the United States. Packaging of perishable products use estimated 15% of the total variable costs of packaging materials. The continued innovation in packaging of perishable products is mostly driven by consumer needs and demands influenced by changing global markets, increased competition, government policies that are changing now and then and also shipments from global markets. The use of food packaging is economic indicator of increased population and spending ability and the gross domestic product as well as global food availability (Esse, 2002).

The principal of packaging is protection and preservation from external contamination, this is achieved through maintenance of quality and safety of packaged product. Packaging protects products from environmental effects such as temperature, direct light, the presence and absence of moisture, presence of oxygen or carbon oxide, pressure, spurious odors, microorganisms, insect dirt and dust particles. All of these can have negative impact on the products. Prolonging shelf life involves retardation of enzymatic, microbial and biochemical reactions through implemented strategies by organization such as temperature control and moisture control. Use of chemicals including; salt, sugar, carbon dioxide and acids, removal of oxygen or combination of these with effective packaging. Production, packaging, storage, shipment and distribution is critical to avoid contamination of the product. The best packaging material should be resistant to hazards and should not allow molecular transfer from or to packaging materials this avoids contamination and protects damages (Robertson 2006)

Promotion of a product by organizations is achieved through the packages at the point when customer meet the product. The second function of packaging contains traceability, tamper indicator and quality control. Modern tracking system enables tracking of packages through the storage, shipment and distribution from source to the customer. Packages of perishable products are usually printed with a unique product code to facilitate checkout and distribution control. Recent innovations by large organization are; surface variations sensed by finger tips and palms, sound, fragrance emitted as part of an active packaging (Landau, 2007)

Packaging of perishable products serves many key role and functions in enhancing sales and marketing. The main elements which potentially exert influence on consumers buying decision, including visual and informational elements; The visual elements relate to graphics and color, size or shape of packaging and informational elements consist of information about the product and technologies used in the package. For perishable products, packaging informs the consumer about allergy, nutritional preferences, or even discounts. The freshness of a perishable product can be read out from the information provided in packaging. In Perishable products, intelligent packaging is used to monitor conditions of the products during shipment and storage pass information about the quality of the product (Simms 2010)

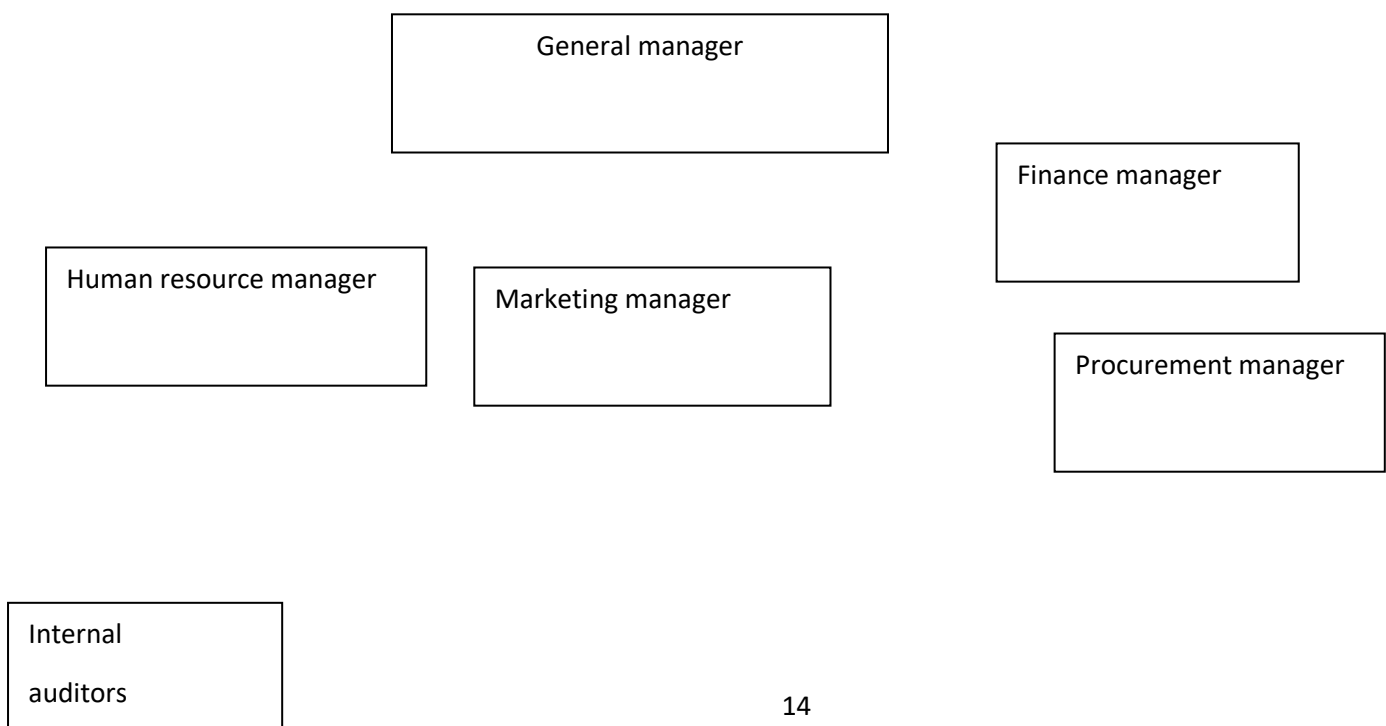
1.1.1 Profile of Harvest flower limited

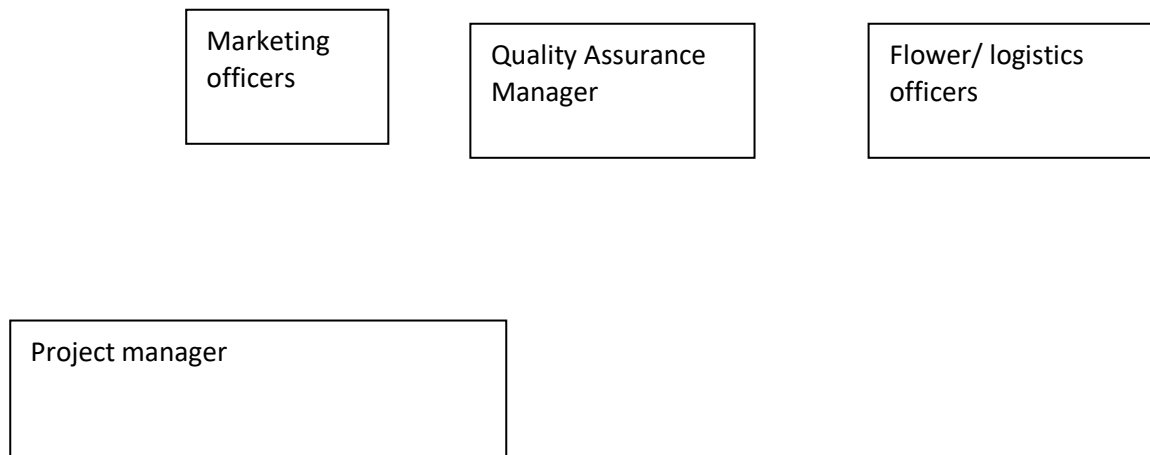
Harvest Flowers ltd is a family run business with 20 years of experience in growing and exporting flowers into the wholesale and retail market globally. The farms are located at different altitudes across Kenya growing over 60 varieties of roses and flowers throughout the year. The organization has over 1000 workers and annually export over 40 million flower stems as bouquets and flower bunches

to the global market. The organization farms in Kenya being Fairtrade certified, all the products are grown without artificial heat or light and as a result they have a relative lower carbon emission.

Kenya is well known country in horticulture products with the ideal climate of long hours of sunlight since it is located in the equator with optimal temperature and rich soil. Harvest flower ltd, Athi River farm lies at an altitude of 1500m above sea level. Specializing in spray roses and intermediate roses under 23 hectares of greenhouse and one of the closest flower farm to the international airport. Other two high altitude farms are located near the Aberdare mountain range where the cool nights and cold mornings allow for a longer flower stem and larger flower bud. The two farms are used in production of premium t-hybrid roses and spray roses. The area under production for the two farms is 17 hectares bring a total of 40 hectares of land for optimal growing conditions.

Figure 1.1 Organization Structure of Harvest flower ltd





1.2 Statement of the problem

Packaging plays a crucial role in product success, especially in the fast moving perishable consumer goods industry and exercise a significant effect on consumer's buying decision. Changes in retailing and marketing have given a packaging a central role in large and well developed industry in emerging consumer society. It is observed that most of consumers make their purchase decision at the store shelf; the functions which packaging is required to perform are fundamental, complex and manifold. Packaging is intimately related to marketing and branding. Packing and packaging materials contribute a significant cost to the produce industry therefore it is important that packers, shippers, buyers and consumers have clear understanding of wide range of packaging options available

Most organizations are faced with various challenges which hinder packaging of their products. These challenges are mainly attributed to; Competition, cost, government policy, information technology and transportation. It is therefore against this background that the study seeks to investigate factors affecting packaging of perishable products in Kenya with specific reference of Harvest flower limited.

1.3 Objectives of the study

The general objective were to evaluate the factors affecting packaging of perishable products in Kenya.

1.3.1 Specific objectives

- i.To determine the effect of cost on packaging of perishable products in Kenya.
- ii.To establish the effects of Government policy in packaging of perishable products in Kenya.
- iii.To establish the effect of competition on packaging of perishable products in Kenya.
- iv.To determine the effect of transportation on packaging of perishable products in Kenya.

1.4 Research Questions

- i.To what extend does cost of packaging affect packaging of perishable products in Kenya?
- ii.How does Government policy affect packaging of perishable products in Kenya?
- iii.How does Competition affect packaging of perishable products in Kenya?
- iv.To what extend does Transportation affect packaging of perishable products in Kenya?

1.5 Justification or Significance of Study

1.5.1 Harvest flower limited

The study is of great significant to the management of Harvest flower ltd since it enables to understand the factors affecting packaging of perishable products in Kenya which will enable them to take appropriate action to facilitate solutions.

1.5.2 Other researchers

This study adds to literature to the future researchers who are interested and committed to research on the same field. This will be possible as this would act as source of reference, they would be able to acquire knowledge in the process leading to one's expansion of skills and experience.

1.5.3 Government of Kenya

This study enables the government of Kenya to understand the factors affecting perishable products and come up with long term solutions on packaging of perishable products which is the main export products in the country.

1.6 Scope

The study was confined to Harvest flower ltd and sought to investigate the factors affecting packaging of perishable products in Kenya. The researcher conducted the study at Harvest flower ltd which is located at Athi river along Mombasa road. The target population was 1000 employees who were picked from top management, middle management and operational staff from Harvest flower ltd. The study was conducted from June 2021 to September 2021

1.7 Chapter Summary

This section has analyzed the background of the study and the problem statement. The general objectives, specific objective, research questions, significant of the research and also scope of the study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter consists of literature review as derived from work done by other researchers. It comprised of reviews of theoretical literature, critical reviews and summary of gaps to be filled and conceptual frame work.

2.1 Theoretical Literature Review

The study will be guided by the theories underlying to the concept of performance and quality. The theories will be inventory theory and resource based theory.

2.1.1 Inventory theory

Material/ Inventory theory (or more formally the mathematical theory of inventory and production) is the sub-specialty within operations research and operations management that is concerned with the design of production/inventory systems to minimize costs: it studies the decisions faced by firms and the military in connection with manufacturing, warehousing, supply chains, spare part allocation and so on and provides the mathematical foundation for logistics. This theory will be relevant to the research because it will help in giving guidelines on how to manage the packaging of perishable products and also be aware of the possible threats. Packaging of perishable products problem is the problem faced by a firm that must decide how packaging should be done in order to satisfy customers and be competitive. The problem can be modeled using mathematical techniques of optimal control, dynamic programming and network optimization. The study of such models is part of inventory theory.

2.1.2 Resource-based theory

The resource-based view is a managerial framework used by management to determine the strategic resources with the potential to develop firm competitive advantage over time to a firm in this case Harvest flower limited. These resources can be exploited by the firm in order to achieve sustainable competitive advantage.

Barney's 1991 article "Firm Resources and Sustained Competitive Advantage" is widely cited as a pivotal work in the emergence of the resource-based view. However, some scholars argue that there was evidence for a fragmentary resource-based theory from the 1930s. RBV proposes that firms are heterogeneous because they possess heterogeneous resources, meaning firms can have different strategies because they have different resource mixes.

The RBV focuses managerial attention on the firm's internal resources in an effort to identify those assets, capabilities and competencies with the potential to deliver superior competitive advantages. Resource based theory will enable the organization on how to use resources available to gain competitive advantage in packaging of perishable products.

2.2 Empirical Literature Review

2.2.1 Cost of packaging

Asserts that cost is the value of money that has been used to produce a product or services, and hence is not available for use anymore. Cost is one of the acquisition, in which case the amount of money expended to acquire it is counted as cost. In this case, money is the input that is gone in order to acquire materials of packaging. The cost of materials for packaging is included in the sum of the cost of production as incurred by the original producer, and further costs of transaction as incurred by the acquirer over and above the price paid to the producer. The price includes a mark-up for profit over the cost of production (Wilemon, 2006).

Over the centuries, there has been an increasing realization of the need for industrial buyers of goods and services to develop and maintain long term relationships with their suppliers. This is especially true against the background that long term relationships can have a number of beneficial effects such as cost reduction and improved efficiency. Benefits may be a consequence of reduced transaction cost, improvement in the level of information flow, as well as improvements in product quality and performance. Establishing and improving buyer-seller relationship is therefore critical for industrial business partners in seeking out long term sustainability in highly competitive industries. For organization to be successful, channel partners need to be innovative and seek improvements on the dynamics of a relationship within the supply chain (Ping 2003)

Environmental sustainability and profitability of company can go hand in hand. For instance, during the economic downturn, consumers were willing to spend more and packaging companies were pushed to reduce costs. During this time, though sustainability was a consideration, cost was the primary decision maker for most companies. This meant that innovations that reduced costs while improving sustainability gained prominence. As more companies begin adopting these innovations, competitors too were forced to initiate sustainability measures of their own. This concept is true throughout various end use industries and in various packaging formats. This is done on films category in the packaging industry (Paton, 2002)

Innovation is being taken both on sustainability and cost fronts which brings out the best package that can meet market needs. One of the major packaging providers, Mondi packaging has recently come out with a film named Pre Foam Pack, which it showed at the German trade fair Fach Pack in September 2013. This multilayer co-extruded film with micro-cellular expanded cellular layer reduces the weight while maintaining resistance properties and thickness. The company claimed that the raw material usage was reduced by almost 20 percent, which gave the significant cost as well as sustainability advantages (Collar, 2000).

For [procurement manager or any buyer of packaging supplies, the decision falls in the area of the area of right supplier selection. Most of the companies have stringent sustainability targets that they have to meet; however, finding the right balance between cost benefits and the environmental impact is of paramount importance. The decision needs to be considered based on the past experience of the supplier in terms of innovation and the current success of the same in maintaining a good sustainability score. Not only does good packing affect the cost of transport and handling, and the scale and cost of insurance, it also creates a favorable product image, differentiates the product among competitors, and aids retailers in making their shelf and window dressing more attractive. The cost of packaging, which depends on its sophistication, should be low to permit the competitive pricing of the goods Ottosson (2004).

Packaging costs can vary enormously in relation to the total cost. The proportion is primarily influenced by the nature of the product, the method of shipment used, the distribution chain, product value, and consumer preferences in the market concerned. For heavy engineering products, the share of packaging costs should be as low as 1% or lower. For cosmetic and personal care products, this proportion can be in the region of 25% or more. The cost of packaging in the processed food sector could amount to 12-15% average. Packaging is not a cheap activity, its costs typically account for 8-10% of products costs. Shipping and distribution costs may be affected based on the packaging

materials a business chooses to use. Inventory costs that are based on the size of packaged product will differ based on products packaging design. If a business cannot afford the ideal packaging design and materials, don't be discouraged. The many Factors When Dealing with the ideal Packaging for Your Food Products that demonstrates how packaging can evolve to become more sophisticated as business compete for the market (Lysons 2007).

Shorter product life cycles and more diversified offers of products are market trends in the present day. Companies have to deal with customers with rapidly changing demands, who are looking for highly quality products at low costs. The ability to rapidly respond to such demands can be referred to as a company's agile manufacturing abilities. He suggested that agile manufacturing enterprises should be capable of responding rapidly to demand for high-quality, highly customized products. On the subject of competing on the basis of agility it is, however, important to consider the supply chain as a whole. The flexibility in production is one important factor (Ottosson 2004).

Sometimes packaging may actually amount to less than 2% particularly for products that require the bare minimum. While most of products require enclosed wood boxes, some industrial products and equipment may be durable enough to ship with special covers or open crates instead. Covers can protect against minor dirt and debris and they are typically less expensive. Materials range from durable vinyl, heat shrink and stretch film Valley box has a number of protective covers that are waterproof and resist tears. To reduce costs, durable products can utilize an open crate structure to provide exterior as well as vertical protection when stacking is a concern. Packaging on open crates are lighter than enclosed boxes this is because they don't have plywood siding, which usually lower the overall shipping costs (Ebrahimi 2009)

2.2.2 Government policy

Policy is considered as a statement of Intent or a commitment. This means that we can be held accountable for our policy we make in government institutes, privet organizations, groups or individuals.

Examples of policy includes; Presidential executive orders, corporate privacy policies and parliamentary rules of order. Policy is different from rules or law. Law can compel or prohibit behaviors while Policy only guides actions toward those that are most likely to achieve a desired outcome.

Policy refer to the process of making important organizational decisions, such as the identification of different alternatives such as programs, spending priorities and choosing among them on basis of the

impact they will have. Policies can be understood as political, management, financial and administrative mechanisms arranged to reach expected objectives (Porter 1998).

The intended effects of a policy vary widely from one organization to the other and the manner in which they are made. In general policies are made and implemented to avoid some negative effect that are noticed in the organization (Lysons, 2007)

The type of a market determines the packaging materials to be used to package the products. Imports in different countries have varying requirements for transportation packaging. Differences in buying behavior of consumers in individual countries will influence customer packaging. Packaging of competing products will also have a bearing on packaging. While importers tend to prefer packaging that are standardized and hence easier to handle, consumer packaging is often part of the marketing strategy for product and may need to be customized to requirements of the specific markets. The exporter should keep in mind that packaging is an important marketing tool as it remains with the product at the point of purchase until the product is used. Packaging gives the product its visual image, and through display techniques, distinguishing it from competing products. Some countries have strict regulations on packaging and labelling particularly for nutritional, perishable or harmful products. In most countries in Europe and north America consumers are environmentally friendly hence packages to those countries should be eco -friendly packages (Lord 2008)

The exporters should be aware of policies of packaging of the country to export in order to obtain information and guidelines on required transportation packaging. To make an accurate decision on appropriate consumer packaging, the exporter should obtain information on specific markets and preferences of consumers there. Through countries' embassies and consulates, exporters can obtain information on packaging and labelling regulations (Hunt 1994).

The lack of comprehensive federal legislation, some states and local jurisdictions in the United States have adopted laws and regulations on use and disposal of packaging. These laws include standards for environmentally acceptable packaging, minimum requirements for recycled content, restrictions on use of certain substances in packaging and bans certain types of plastic packaging. After years of piecemeal regulations of food packaging material containing recycled materials FDA developed a guideline, ways to consider for the use of recycled materials in food packaging: Chemistry Considerations to assist productions of food packaging in evaluating processes for producing packaging from post-consumer recycled materials. FDA's policy is that recycled plastics must be type permitted for food contact and should be free from any contaminants that might make the product

unsafe. The effects on the food is controlled by steps to assure safety and by government acceptance (Keller, 2000).

The pace of state and local authorities on packaging has slowed in recent years however, as concern about solid waste disposal has reduced behind other public policy issues such as terrorism, crime and education. Concern about the effect on environment of disposing of post-consumer packaging is One of the principal considerations during the 1980s and 1990s that led to growth of packaging laws and regulations in the USA. Throughout the years, at least 80 percent of America's solid waste including packaging materials was land filled (Macmillan, 2009).

Land filling is likely to remain the major method for disposing of packaging materials found in municipal solid waste (MSW) in the USA, implementation of policies in the recent years on recycling and composting has already had noticeable effect on solid waste materials entering landfills. Through such policies, the amount of MSW being land filled has declined to 57.4% and use of recycling and composting has grown from 16% of all MSW in 1990s to nearly 27.8%. The re-use of containers and packaging was 37% in 1999, this amounted to the highest recycling recovery rate of the three product that are; non-durable goods, durable goods and containers packaging. The use of recycling and other options has slowed the rate of increase in land filled waste and has helped reduce the public concern about exhausting the available landfilled capacity although the overall tonnage of land filled waste containers grow along with the population and the economy of the country (Young, 2000)

Throughout the 1970s and 1980s cost of landfilling increased due to grass-root resistance to the siting of new landfills that could reduce the strain on existing landfills, Increased population and economy lead to existing sites to be almost full and market forces increased prices at privately run facilities. Since air pollution and other concern caused resistance to incineration municipalities sought ways to reduce the volume of land filled waste. The lack of strong federal leadership, state and local authorities come up with measures aimed at restricting and eliminating the use of some packaging materials or products, on the ways that would reduce the overall amount of solid waste materials sent to landfills. While the trend in the late 1980s and early 1990s to adopt policies compelling source reduction has slowed, the legacy of 1980s and 1990s is a complex tapestry of state and local regulations covering labelling, recycled materials and other issues affecting the packaging industry (Mark, 1992)

Corporate purchasing policies provide ways and guidelines on how organizations attempt to avoid negative effects. Many large organizations have policies that all purchasing above a certain value must be performed through a purchasing process. By following these regulations standard purchasing process through policy the organization can limit waste from packaging and standardize the way purchasing is done. Policies frequently have side effects or unintended consequences on packaging and disposal of waste. Because the environments that policies seek to influence or manipulate are typically complex adaptive systems governments, societies and large companies, making a policy change can have counterintuitive results. For example, a government may make a policy decision to reduce taxes on packaging materials, in hope to reduce waste on certain packaging materials by eliminating poor quality materials of packaging. Depending on the size of tax reduction this will have overall effect of reducing waste and slowing the rate on how landfills are been filled in short period of time (Kotler 2000).

The policy formulation process includes an attempt to assess as many areas of potential policy impact as possible such as government, organization, location and also communities this is because policy will have unexpected or unintended consequences to all parties involved. Due to this nature some complex adaptive systems like societies and government, it may not be possible to asses all impacts of a given policy weather positive or negative. In political science the policy cycle is a system used for the analyzing of development of policy item. It can also be known as a stagiast approach (Bagusu, 2007)

2.2.3 Competition

The higher demand for technical quality of perishable products is the key factors driving more packaging firms to adopt a global sourcing strategy in order to be more competitive by helping firms to optimize the use of global resources. Therefore, global competition can be used to wither competition since global marketing of packaging materials can be used to acquire high quality products where locally produced goods do not achieve and maintain the required quality and efficiency to meet the required targets. The quality of products obtained from the domestic market may not meet the requirements of buyer or they may not be sufficient for manufacturers to sell their products to international markets where higher standards may apply. This enables the firms to source for superior goods that meet customer or consumer demands, thus gains a competitive advantage over their competitors (Tian 2010).

Increased competition is being driven by number of reasons including the emergence of global markets, the increased number of packaging material industries, new technology that has made easy for firms to enter new markets and the ever increasing pressure from securities market to request shareholders value. Competition intensifies among existing companies when these are numerous or equally balanced companies, the probability of collision or complacency declines and companies must compete fiercely to survive competition is likely to increase when companies are similar to each other in size. In this case there is no company will complete to distinguish themselves from their rival diversity of competitors intensifies competition thus preventing collision and may encourage wide variation strategies followed in the industry. The packaging materials industry growth rate is slow, companies to work extra hard to maintain their market share. High fixed costs pressure companies to produce new capabilities. In turn this can lead to aggressive marketing and price cutting which will affect small scale companies in a negative way (Byars, 1996)

There are four types of competition of pure monopoly where markets consist of many buyers and one seller who has effect on the market price. As seller are able charge more than the going price and would charge than market price currently in the market if price and profit raise new seller can easily enter the market. The other type is monopolistic competition, this is where the market exists of many buyers and billers, they differentiate their products the quality features or style of the accompanying service can be varied. Buyers differentiate products to different prices for them. Thirdly there is the oligopolistic competition in which market consists of sellers who are sensitive to each other's pricing and marketing strategies. The product can be uniform or non-uniform there are few sellers because it's difficult for sellers to market. The fourth type competition is monopoly whereby it exists when only one firm provides products and services to a certain country. This is a market structure characterized by one firm producing highly different products in the market with significant barriers to entry. This distinguished by only one firm producing some specific product line (Kotler 1996).

Marketing is a competitive business activity, its purpose is to create a differential advantage for this reason the competitive aspect of material manufacturing industries. Marketing efforts must be scrutinized in the course of market audit. To win against competitors one need to know who is their competitors, what kind of market segment they are attempting to reach and how to go about it, the competitor's strengths, weakness opportunities and threats, how they are doing and their long run cause of their case (Martin,1998).

Packaging material industries typical responses to changing market place dictates. Now technology, products, system and techniques permits new competitive imitative global competition intensifies many of these forces. Market place dictates a drive revision in company strategy, which in turn often sell for changes in manufacturing strategy, manufacturing processes and MCPs system shorten product lifecycle come about partly because consumers have access to products from all over the world. This has sprained the move to time based competition who can get to the market quickly. Similarly, today markets insist on over-highly quantity which is in turn has led to many changes in manufacturing practices. Cost pressure has lead into reduction of all production cost components from materials and labor to overhead and energy (Volkman 2005)

The cost of technology can also lead to improvement of competitiveness in quality of packaging products and services offered by organization. This one is achieved due to the fact that use of internet services an organization can allow the access of its products and services in any place, any time. This means the organization can be able to monitor its customer choices and request electronically and increasing the chance to enhance the performance. Through use of the internet, an organization can be able to collect retailed information about its customers. This lead to improvement of products and services so as to meet the requirement of their customers. The introduction of new procurement strategies should benefit organization in terms of encouraging better producing practice and strong competitive element of the procurement process, reducing the scope to make significant practices as to deal one's competition has closed (Trend 2007).

Organizations must compete for customer competitors changing strategies more affect the performance of the organization when a competitor change the price firm tend to meet in prices to keep customers. A competitive advantage specifies how organization offers unique customers value it answers the questions, what makes us different from competitors? Organization should have answers to this question in order to have a competitive advantage and be able to get enough customers to have a successful business (Flossier, 2008)

Although competition is dominant way among organization, the idea of co-operation is taking hold in such form of joint ventures, strategies and alliances. In today's world business must be in watch for their competitors across the street and across the oceans. The three things business must note about

competitors; the nature of business, the rule competitors use to market and strategies competitors use in their business. The firm has to define its business in terms of the need rather than in product terms. Once the business has been defined, it's necessary to define the served customer groups. Competition is necessary for the health of the industry and spurs new product development. It brings an important force, need to be tackled, analyzed and need for a framework to competitor analysis which is important to understand competitor's strength and weaknesses.

throughout the selection process, applicants choose between organizations by evaluating the developing relationships between themselves and the prospective employers. Labor market shortages have promoted concern for the organization's image and treatment of applicants (Jobber,2007)

Monopolistic competition consists of many competitors able to differentiate the offers. Pure competition consists of many competitors offering the same product and services. The market concept competition is working with companies that are trying to satisfy the same customers' needs or services at the same customer's group. The key to identify a competitor is to link industry and market field. Over the past decades the competitive situations in the west European industries has changed dramatically. First European experience far more competition from countries that are not considered as major producers. This has led to many organizations in packaging industry to use long term strategies that focuses on selective growth (Fry el al 1999).

2.2.4 Transportation

Packaging plays a very important role in customer buying process and therefore the design and the art is imperative. It is essential that packaging to be successful, both the technology and the design should be well so as to adequately deal with the transport, warehouse sales and end user. At the same time organizations needs to bear in mind that packaging is regulated because it comes into contact with the final product (Hbag 2011).

Packaging, products and store goods before, during and after shipment. When products are being packaged, their particular characteristics must be kept in mind. Different products need different types of treatment. Product factors to be considered when deciding upon the best type of packaging, the mode of shipment will also determine what type of packaging to use. For example, air shipments require lighter packaging than ocean shipments. Both sea and air shipments, freight forwards the best information on packaging. To avoid pilferage in foreign ports, it is best to use plain packaging, devoid

of logos and brand names which advertise what is inside the package. It's a good idea to make the external packaging material as simple as possible to make the package less susceptible to tampering during transportation (Labuza 2001).

Various precautions should be taken by the exporter while packaging products. In specifying the packaging requirements, the exporter must conform to the customer's requirements, international packaging standards and regulations applicable in the market concerned. ISO, AFNOR (France), DIN (Germany), BS (UK), ASTM and ANSI (USA) are different types of international standards (Cole, 2002).

To avoid misunderstanding with the customers, the contract should specify the type of packaging to be used to protect the goods during handling, shipment and storage. For exceptional export shipments, approval of the packaging and loading by expert may be advisable. A fully documented dossier is needed, with particulars of the insurer, commercial description of goods packed, premises where packed, details of products and packaging and mode of transport. The exporter should contact the importer in order to obtain information and guidance required transporting the package. To make an accurate decision on appropriate consumer packaging, the exporter should obtain information on specific markets and preferences of the consumers. The exporter can enquire information from targeted countries, embassies and consulate on packaging and labelling regulations of the destination country (Bennet 1997)

The type of packaging is important in protecting product against contamination and damage during transportation. The path of the product will follow during transportation, known as the distribution chain, can also help exporter determine the most appropriate form of packaging to employ. The longer the distribution chain, the higher the risks for product loss or damage. In order to select the best form of packaging, exporter should carefully analyze the various elements of distribution chain. The organization concerned with transportation should be aware of the following; Transportation hazards that may arise along the distribution chain, the type of shipment methods and their implications for the packaging requirements, handling and storage facilities available at each storage location in the supply or distribution chain, international accepted distribution coding or marketing regulations that would apply for exported products (Crail,1995).

As the rules and regulations vary widely between countries as well as between importers and distributors, appropriate labelling necessitates consultation with parties involved in shipment. All information should appear clearly on package with waterproof ink and in language of the port of destination. Freight forwarders can provide guidance on appropriate symbols for shipments. Food products are unique in the sense that their packaging should allow the product inside to stay fresh and safe for consumption, for long hours of shipments and distribution. Different products will require different types of packaging materials that protect them against temperature and handling during transportation. Frozen food, dry grocery and perishables also require a different type of packaging to maintain freshness. Organization should choose a packaging material that will withstand contamination. Regardless of packaging material chosen, packaging industry should follow regulations set by food and drug administration's regulations so as to avoid getting into legal trouble down the road (Anand 1996).

Packaging for many products has been over-engineered. For telecommunications industry company, a package redesign was able to increase the units that could fit on the pallets from 120 to 300 a dramatic increase that directly reduces transportation costs for the products. Transportation costs moderated, green supply chain considerations started to rise, where packaging again is seen as play critical role, both in reducing waste and eliminating energy use and with that reducing transportation expense. Packaging makes delivery of goods easy, effective methods of packaging is the key elements in connection with ensuring that product deliver to consumer with optimize conditions. Packaging can have a substantial contribution on physical distribution. Radiological shipments are accomplished safely. Annually. About 400 million hazardous materials shipments occur in the USA by rail, air, roads and sea. Three million of this shipments are radiological materials (Rundh, 2007).

2.3 Summary and Research gaps

Shorter life cycles and more diversified offers products market trends in the present day. Companies have to deal with customers with rapidly changing demands, who are looking for high quality products at low costs. The ability to rapidly respond to such demands can be referred to as a company's agile manufacturing abilities.

Packaging requirements are influenced by international guidelines such as codex Alimentary and ISO standards and by national health, safety, environmental and consumer protection measures and regulations affecting the product and packaging concerned.

Organizations must compete for customer, competitors changing strategies more affect the performance of the organization when a competitor change price firms tend to meet in prices to keep customers. A competitive advantage specifies how organization offers unique customers value, it answers the questions, what makes us different from competitors?

Products factors should be considered when declining upon the best type of packaging. The mode of shipment will also determine what type of packaging to use.

Based on the above literature review, it's clear that issues linking competition, government policy, costs and transportation have not been clearly addressed. This research study will offer existing information to other researchers. This will be available so as to study critical areas on packaging of perishable products.

Packaging costs can be enormously in relation to the total cost. The researcher indicated that costs affect packaging of perishable products but failed to show to which extent does costs affect the packaging of perishable products hence this research was carried out to fill the gaps (Brody 1995).

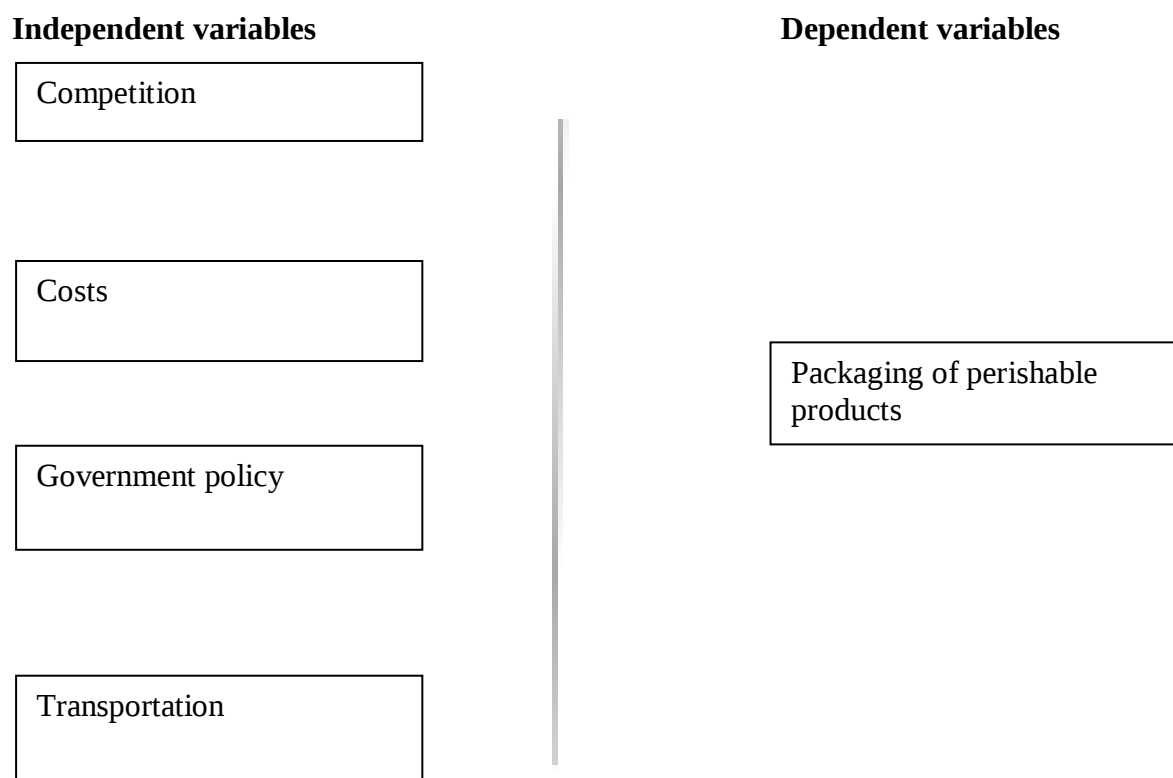
Policy can be considered as a commitment. For that reason, we can be held accountable for our policy. This apply to government, private sector, groups and individuals. Presidential executive orders, corporate privacy policies and parliamentary rules of order are examples of policies. The market to which a product is exported will determine the type of packaging to utilize. Importers in different countries have varying requirements for transportation packaging. Differences in the buying behavior of consumers in individual country will influence customer packaging. While law can compel or prohibit behaviors of citizens, policy guides actions towards achieving the desired outcome of an institution. Through this might be true, the researcher failed to show how government policy affect packaging of perishable products hence the research study will seek to fill the gaps (Cole 2004).

Globalization is creating increasingly competitive markets. Which in turn creates the need for reduced lead times in innovation and production, both which acquire global companies to manage their resources more proactively on global basis. Intensification of competition on both domestic and international levels has pushed firms to look beyond their countries or region markets for new opportunities such as higher quality and greater material availability are well aligned to achieving competitive advantage as proposed in the poster's competitive strategies (Porter 1997).

It is essential that packaging to be successful design should be done well as to adequately deal with transport, warehousing and end user. At the same time one need to bear in mind that packaging is also regulated because it comes close contact with the final product (Hbag,2011). While this might be true, the author failed to indicate how transport affects packaging of perishable products and the study will be carried to generate long term solutions

2.4 Conceptual framework

Fig 2.1 Conceptual framework



Source: Harvest flower ltd (2021)

2.4.1 Cost of packaging

Cost is the production of packaging of perishable products because it will determine the final profits of the organization. When cost of packaging is high it will raise the selling and buying prices of product which will influence the profits. In the most cases when price is high many customers will not be able to afford the product leading to slow movement of product and this affects packaging of perishable products. Environmental sustainability and profitability of a company can go hand in hand. For instance, during the economic downturn, consumers are willing to spend more and packaging of perishable products companies are pushed to reduce the cost. During this time, though sustainability is a consideration, cost is primary decision maker for most companies.

2.4.2 Government policy

Government policy influence the performance of organization in many ways such as good government policy will lead to good performance of an organization. If the government implements poor policies towards an organization, it will not only affect the organization negatively but also the economy of the state. Policy framework adopted by the government must enhance and not to undermine the capability of packaging of perishable products to compete in global markets. The market to which product is exported will determine the packaging to be utilized. Importers in different countries have varying requirements for transportation and packaging of perishable products. Differences in buying behavior of consumers in individual countries will also influence the packaging.

2.4.3 Competition

The higher the demand for technical quality of perishable products is one of the factors driving more packaging firms to adopt a global sourcing strategy in order to improve their competitive advantage by helping the firm to optimize the use of global resources. Therefore, global competition can be used to wither competition since global marketing of packaging of perishable products can be used to acquire high quality products where locally produced goods do not achieve and maintain the required quality and efficiency to meet their required targets.

2.4.4 Transportation

Packaging of perishable products will determine the type of transportation will be used to distribute the products to the end users globally. Products packed to be transported by air will be packed in different way to those packed to be transported by ship or road. Packaging protects and store goods before, during and after transportation. When products are being packaged, their particular characteristics must be kept in mind. Different products require different types of transportation, product factors to be considered when deciding upon the best type of packaging. Mode of transportation will also determine what type of packaging to use. For example, air transport requires lighter packaging than sea shipment. For both air and sea shipment, freight forwarders provide the best information on packaging of perishable products.

2.5 Operationalization of Variables

Fig 2.2 Operationalization of variables

Variable	Nature of variable	Indicator for measurement	Measurement scale
Cost	Independent	• Experience of managers • Professional Qualifications of managers • Training of managers	Likert scale
Government policy	Independent	• Adequacy of allocations • Type of policy • Budget estimates for each function	Likert scale
Competition	Independent	• Frequency of planning • planning Skills of managers • Resources for planning	Likert scale
Transportation	Independent	Number of promotions Possibility of training Incidences of favoritism	Likert scale

2.6 Chapter Summary

This section looked at factors affecting packaging of perishable products which was presented with aim of finding the research gaps. The theoretical literature was reviewed followed by empirical literature that involves a review of past studies on the factors affecting packaging of perishable products and lastly the chapter summary

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0 Introduction

This chapter describe the specific strategies that was used in data collection and analysis in order to answer the questions. It is basically focuses on the study design, target population, sampling technique, sources of information, data collection and data analysis methods.

3.1 Research design

Descriptive research design was used in the study with individual survey of certain factors relating to problems under investigation. Descriptive research design was adopted as a method of investigation because it provides clear and more defined information. It also enables the researcher to collect the required information and analyze it into more detailed form. A research design according to Zikmund (2001) is a frame work used to conduct business research project. It contains the procedures necessary for obtaining the information required to structure and solve business research problems.

3.2 Target Population

Target population is the larger group from which the sample size is obtained (Kathari, 2004) Target population is the one which the researcher used to determine the characteristics that reflect the research problem. The target population was 1000 employees of Harvest flower ltd drown from top management, middle level management and operation staff as shown below;

Table 3.1 Target population

Category	Target population	Percentage
Top management	20	2
Middle Level management	83	8

Support staff	897	90
Total	1000	100

Source: Harvest flower ltd (2021)

3.2 Sample and sampling technique

Sampling is the process used in numerical analysis by which a relatively small number of individual, object or event is selected and analyzed in order to find out information about the entire population from which it is selected (Kuui 1999). The study adopted simple random sampling technique. This is a basic sampling technique where researcher selected a group of subjects for study from a larger group. Each individual was chosen entirely by chance and each member of the population had an equal chance of being included in the sample. This was achieved through representation from various departments that comprise the population. Lottery method was used by writing down numbers 1 to 10 on a paper put on a container that was properly mixed, then the papers were picked out of the container to select the sample group by allowing the employees to pick randomly. The researcher picked the 10th person in every group from all departments to come up with the sample size. Descriptive studies should have a sample size of between 10% and 30% of the target population (Kothari, 2014). This study therefore used a sample size of 100 respondents representing 10% of the target population as shown in the table below;

Table 3.2 sample size

Category	Target population	Sample size 10%	Percentage
Top level management	20	2	2
Middle level management	180	18	18
Support staff	800	80	80
Total	1000	100	100

Source: Harvest flower ltd (2021)

3.4 Instruments

Questionnaires are commonly used to obtain important information about a certain population. Each item in the questionnaire is designed to address the objective and the research question of the study (Kumar, 2010). Structured questionnaires are preferred as they ensure consistency of question and answer from the respondents. Most respondents find questionnaires ideal because they are relatively quick and efficient. The researcher used structured questionnaires as a data collection tool.

This is because questionnaires are easier to administer, analyze and saves time and money

3.5 Pilot Study

The pilot study can be detected through Vague questions and unclear instructions in instruments. It helps to enhance instrument efficiency through inclusion of all suggestions put forth by the respondents. A pilot study on tenth of the sample size is recommended for descriptive studies (Mugenda and Mugenda, 2009). In this study, a Pilot study involving 10 employees not included in the sampled population was done. This represents approximately a 11th of the total sample. The output of the pilot study was used to test the validity and reliability of the research instrument (Sekaran, 2015)

3.5.1 Validity

Validity is the degree to which data was collected and captured the contents of the concept under study. Validity was measured using the input from experts in the particular aspect under study (Mugenda and Mugenda, 2012). The researcher consulted with the supervisor in aligning the instrument items to the concept under study. The suggestions of the supervisor were included in the final instrument

3.5.2 Reliability test

It is of important for the instruments that was used in the study to be consistent. This means be able to obtain same data from different sets of the same target population (Best & Kahn, 2014). The Cronbach's alpha reliability for the independent variables is normally computed to ascertain the reliability of the instruments. A reliability coefficient of over 0.8 is considered good and highly recommended.

3.6 Data collection procedure

After getting introductory letter the researcher proceeded to the Harvest flower ltd for collection of data. The process of collecting data started by first approaching Harvest Top management for permission. After getting consent to proceed with the research by the management, the researcher proceeded and issued questionnaires to physically present employees. All filled questionnaires were collected in one day after issuing.

3.7 Data Analysis and Presentation

The preferred instrument of collecting data was questionnaires, which was designed to contain close ended and open ended questions that are clear for simple understanding in order to facilitate a qualitative and quantitative data collection. Data collected from the field was analyzed both quantitative and qualitative. The quantitative data was analyzed through the use of descriptive statistics which include frequencies, percentage, categorical and number based data while the qualitative data was analyzed through the use of interpretation of patterns. The data was presented using tables, bar graphs and pie charts.

3.8 Ethical Considerations

Ethics is a branch of philosophy which govern people's behaviors or the way of conducting activities (Mackinnon, 2011). The purpose of ethics in research is to ensure that respondents are not in any way affected by the activities of the study. In conducting the research, the researcher did so with integrity to ensure that the process is not done for personal gain or does not negatively affect the research subjects. The concept of research ethics was upheld by ensuring that respondents were informed, voluntary participation, confidentiality, privacy and anonymity.

3.8.1 Informed Consent

According to Silverman (2002), informed consent is the ethical requirement that the respondents in the research are empowered to participate in the study based on enough information. To achieve this, the researcher explained to the participants the aim and the procedures involved in the study. This points to the need clarify the study purpose to the respondents for them to willingly participate in the study.

3.8.2 Voluntary Participation

The researcher asked the respondents to voluntary participate in the study and only willingly volunteers will be involved and will participate with their information (Trochim, 2006).

3.8.3 Confidentiality

Some of the information can be sensitive and confidential, researchers only used confidential information after getting permission from the respondents and organization. The researcher requested for permission from and Harvest flower ltd to facilitate data collection. The researcher guaranteed the participants of their confidentiality by assuring them through the letter of transmittal that information provided was used only for academic purpose and not for commercial purpose. A copy of the final research was shared with the management as the findings of the study can be of value to the organization.

3.8.4 Privacy

Codes and pseudonyms was utilized so as to protect participant identity. This was to ensure that no respondents was identified through their responses to the questionnaires.

3.8.5 Anonymity

For anonymity, the researcher did not give out details of the participant that may lead to disclosure of their identity. Some details may include management level, cultural background and ethnicity (Mugenda, 2009). For anonymity purpose all respondents were coded and as such were not be required to write their actual names on the questionnaires.

3.9 Chapter Summary

This covers the following section research design, target population, sample and sampling technique, instruments, pilot study, validity, reliability test, data collection procedure, data analysis and presentation, ethical considerations and finally chapter summary.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.0 Introduction

This chapter includes the data analysis and presentation of the research data which was obtained from the respondents who filled the questionnaires. In regard to the investigation on the factors affecting packaging of perishable products in harvest flower ltd in Kenya.

4.1 Presentation of Research Findings

4.1.1 General Information

This presents the personal information of research participants that include age, gender, level of education and managerial position at the organization.

4.1.1.1 Age of Respondents

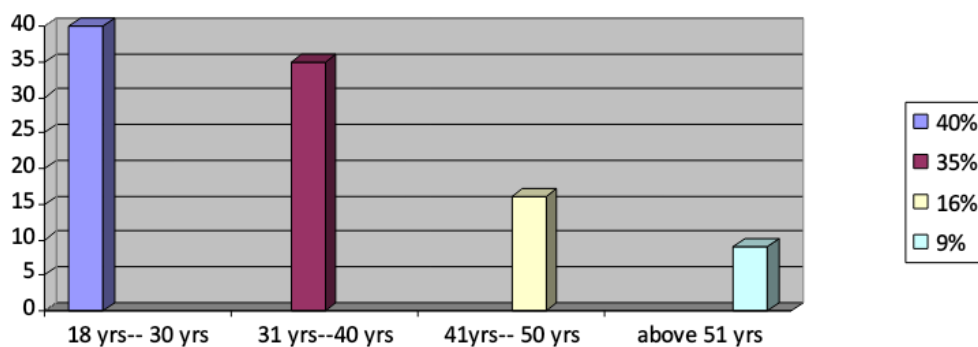
The researcher wanted to establish the age of the respondents and the data obtained presented on the table.

Table 4.1 Age analysis

Category	Frequency	Percentage
18 yrs. – 30yrs	40	40
31yrs. – 40yrs	35	35
41yrs. – 50yrs	16	16
Above 51yrs	9	9
Total	100	100

Source Harvest Flower ltd

Figure 4.1 Data on ages



Source: Harvest flower ltd (2021)

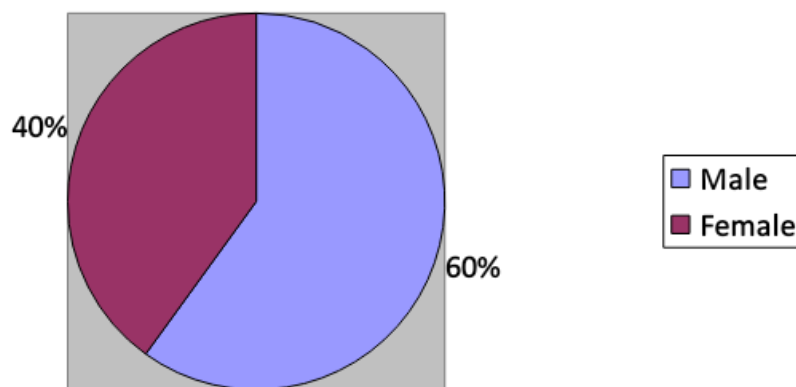
From table 4.1 and figure 4.1 that majority of the respondents were between 18 years and 30 years with 40%, 31 to 40 years with 35%, 16% of the respondent were aged between 41 to 50 years while the rest which is above 51 years with 9%

4.2 Gender Analysis

Gender	Frequency	Percentage
Male	60	60
Female	40	40
Total	100	100

Source Harvest flower ltd

Figure 4.2 Gender analysis



Source: Harvest flower ltd (2021)

Table 4.2 and figure 4.2 shows that out of the respondents who participated in the study 60% of the respondents were male while 40% were female. This indicated that there are more male employees compared to females in the organization.

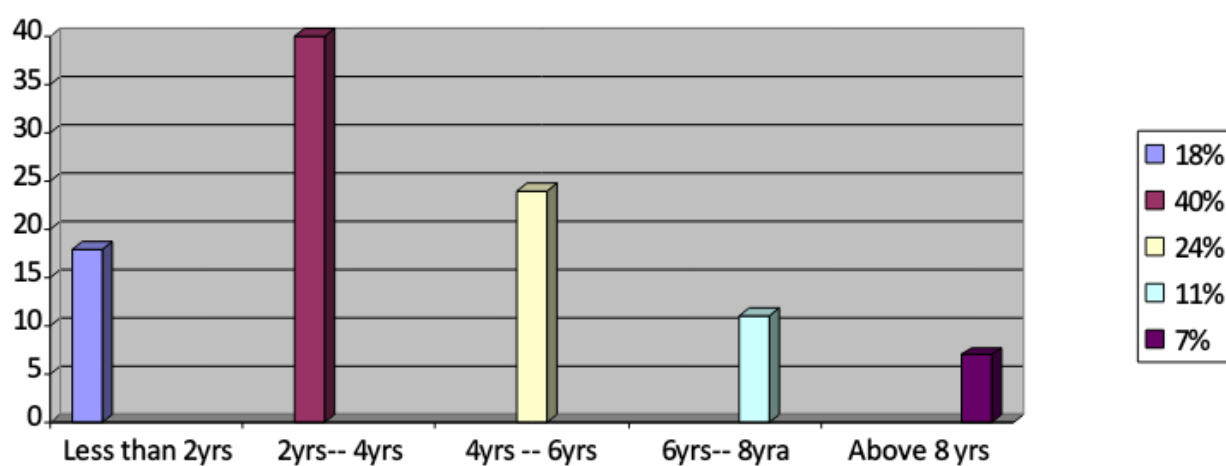
4.1.1.3 Experience level

Table 4.3 Analysis of experience level

Experience level	Frequency	Percentage
Less than 2 years	18	18
2 – 4 years	40	40
4--- 6 years	24	24
6—8 years	11	11
Above 8 years	7	7
Total	100	100

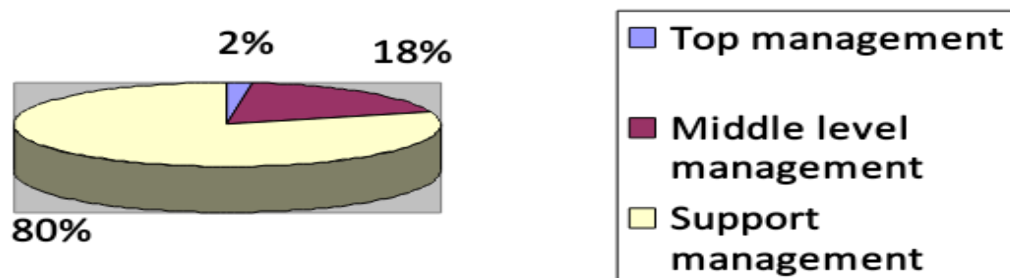
Source: Harvest flower ltd (2021)

Figure 4.3 Analysis of experience level



Source: Harvest flower ltd (2021)

Figure 4.4 Organization level



From the data analyzed in table 4.4 and figure 4.4 indicated that 80% of respondents were from support management, 18% were from middle level management and the remaining 2% ere from top level management. This shows all levels of management were included in the study

4.1.1.5 Cost of packaging

Table 4.5 Whether Cost affects packaging of perishable products in Kenya

Category	Response	Percentage
Yes	94	92%
No	6	6%
Total	100	100

Source: Harvest flower ltd (2021)

Figure 4.5 Whether cost affects packaging of perishable products in Kenya

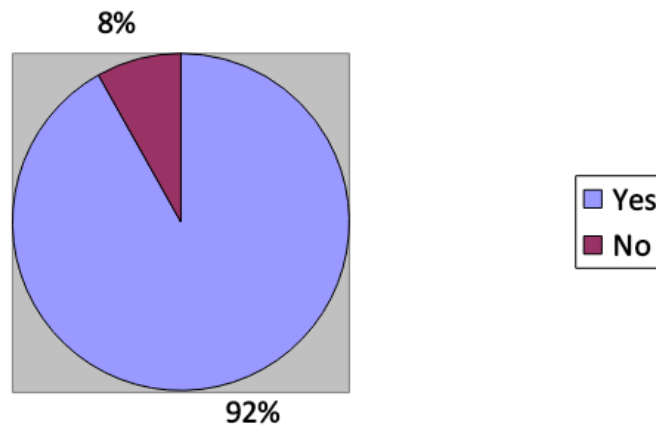


Table 4.5 and figure 4.5 shows that researcher sought to establish the effect of cost of packaging of perishable products in Kenya. The findings indicated that 94% of the respondents said cost affects of packaging perishable products, while 6% it does not have any effect. It is concluded that cost of packaging affects the packaging of perishable products in Kenya

4.1.1.6 Cost of packaging

Table 4.6 Extent to which cost affects packaging of perishable products in Kenya

Response	Frequency	Percentage
Very high	36	36
High	29	29
Fair	15	15
Low	14	14
Not at all	6	6
Total	100	100

Source: Harvest flower ltd

Figure 4.6 Extent to which cost affects packaging of perishable products in Kenya

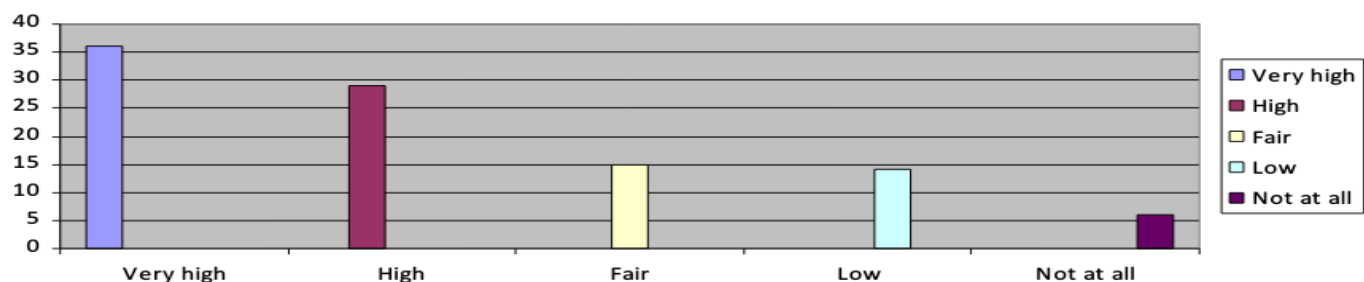


Table 4.6 and figure 4.6 shows the respondents rating on the extent of cost on packaging of perishable products. 36% of the respondents agreed that costs affect packaging of perishable products at very high level, 29% indicated that it has high extent, 15% indicated it affects at fair rate, 14% indicated low extent and 6% indicated it does not affect at all. The researcher concluded cost affects the packaging of perishable products.

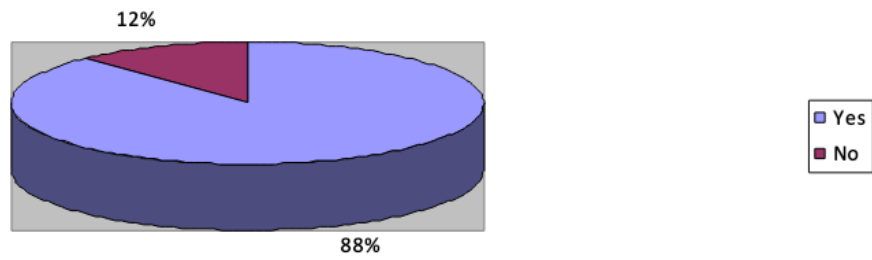
4.1.1.7 Government policy

Table 4.7 Whether Government policy affects packaging of perishable products in Kenya

Category	Frequency	Percentage
Yes	88	88
No	12	12
Total	100	100

Source: Harvest flower ltd (2021)

Figure 4.7 Whether Government policy affects packaging of perishable products in Kenya



Source: Harvest flower ltd (2021)

The table 4.7 and figure 4.7 indicate 88% response agreed that Government policies affects the packaging of perishable products in Kenya, while the rest which is 12% indicated it does not affect at all. The researcher concluded that government policies affects the packaging of perishable products in Kenya.

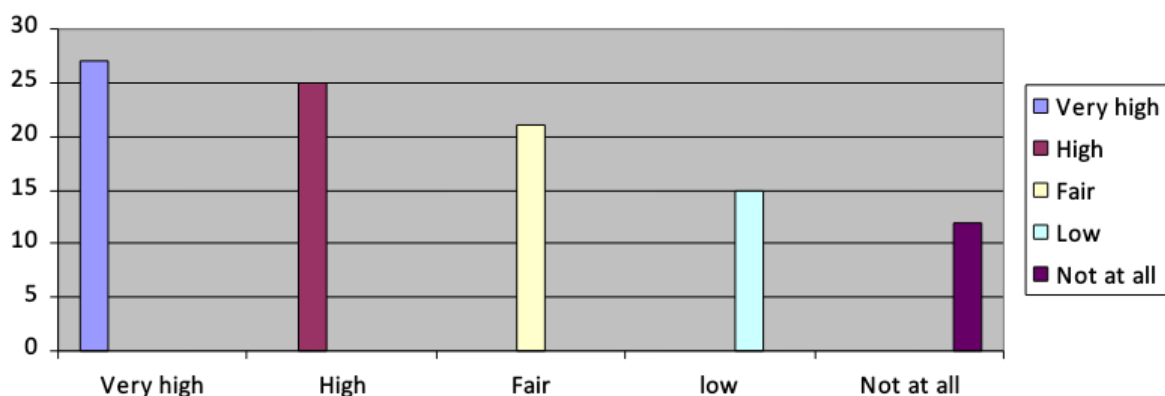
4.1.1.8 Government policy

Table 4.8 Extent to which Government policy affects the packaging of perishable products in Kenya

Category	Frequency	Percentage
Vary high	27	27
High	25	25
Fair	21	21
Low	15	15
Not at all	12	12
Total	100	100

Source: Harvest flower ltd (2021)

Figure 4.8 Extent to which Government policy affects packaging of perishable products in Kenya



The table 4.8 and figure 4.8 shows the rating of government policy in packaging of perishable products according to Harvest flower ltd staff. 27% of respondents indicated that government policies affect packaging of perishable products at very high level, 25% been high, 21% fair, 15% low while 12% not at all respectively

4.1.1.9 Competition

Table 4.9 Whether Competition affects the packaging of perishable products in Kenya

Category	Frequency	Percentage
Yes	95	95
No	5	5
Total	100	100

Source: Harvest flower ltd (2021)

Figure 4.9 Whether Competition affects packaging of perishable products in Kenya

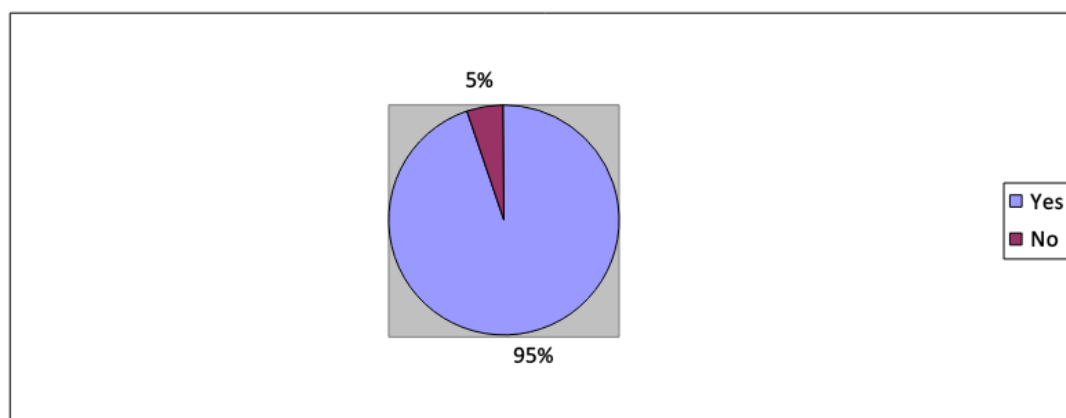


Table 4.9 and figure 4.9 shows the effects of competition on packaging of perishable products in Kenya, 95% indicated that competition affects the packaging while 5% said competition does not affect

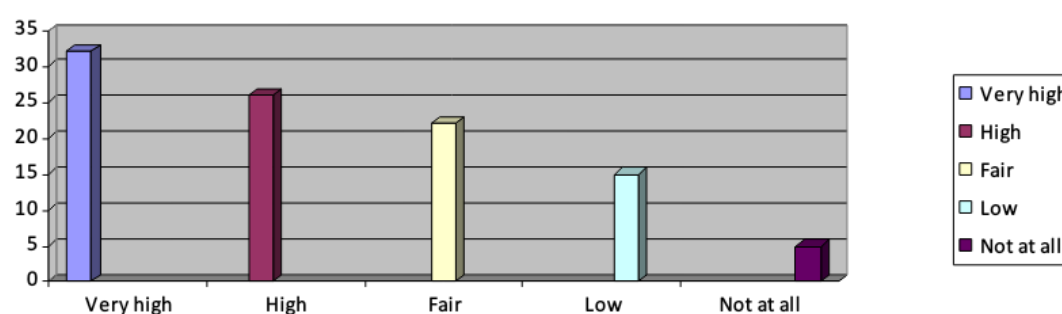
4.1.1.10 Competition

Table 4.10 Extent to which competition affects packaging of perishable products in Kenya

Category	Frequency	Percentage
Vary high	32	32
High	26	26
Fair	22	22
Low	15	15
Not at all	5	5
Total	100	100

Source: Harvest flower ltd (2021)

Figure 4.10 Extent to which competition affects the packaging of perishable products in Kenya



According to table 4.10 and figure 4.10, 32% of the respondents believes that competition affects packaging of perishable products in Kenya very high, 26% of the respondents said that competition affects at low rate while 5% of the respondents stated that it does not affect packaging of perishable products.

4.1.1.11 Transportation

Table 4.11 Whether Transportation affects packaging of perishable products in Kenya

Category	Response	Percentage
Yes	92	92
No	8	8
Total	100	100

Source: Harvest flower ltd (2021)

Figure 4.11 Whether transportation affects packaging of perishable products

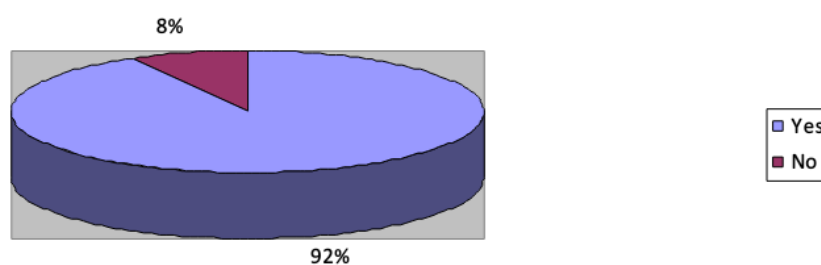


Table 4.11 and figure 4.11 shows analysis of findings sought to establish the effect of transportation on packaging of perishable products in Kenya. 92% indicated that transportation affects the packaging of perishable products while 8% it does not affect. It was concluded that packaging of perishable products is affected by transportation.

4.1.1.12 Transportation

Table 4.12 Extent to which transportation affects packaging of perishable products in Kenya

Category	Frequency	Percentage
Very high	40	40
High	27	27
Fair	15	15
Low	10	10
Not at all	8	8

Total	100	100
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Source: Harvest flower ltd (2021)

Figure 4.12 Extent to which transportation affects packaging of perishable products in Kenya

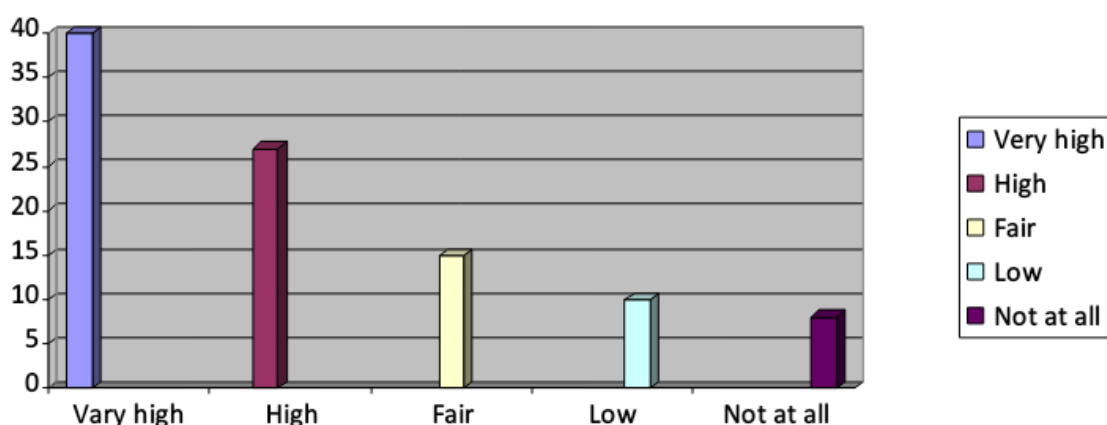


Table 4.12 and figure 4.12 shows respondent rate on the extent of transportation affects the packaging of perishable products in Kenya. 40% of the respondents indicated that it affects in very high rate, 27% indicated high rate, 15% indicated fairly, 10 said low rate while 8 indicated it does not affect at all respectively.

4.2 Limitations of the study

4.2.1 Confidentiality

In the course of carrying out this study, respondents were not willing to give detailed information as required. Some believed that information collected will not be kept confidential enough and therefore could be used by other organization in the same industry to outsmart them. The researcher assured the respondents that this study was for academic purpose only and not for commercial purpose as they perceived.

4.2.2 Fear of victimization

Some were not able to give accurate information in fear that they may be used against them. Respondents were assured confidentiality of the information gathered through questionnaires. The researcher informed the respondents not to give their names at all circumstances, this assured that no one will know who gave information.

4.2.3 Covid 19 pandemic

Covid19 has changed the world we live, since 2020 it has been tough years for everyone with months of prolonged lockdowns and social distance. Respondents were worried to give information that they thought might be sensitive and can lead them losing their job during this hard time. The researcher assured them that all information will be kept confidentially and they should not give out their names during the questionnaires.

4.3 Chapter Summary

The study was keen on the researching from the field by presenting data from all variable in different sub-heading to make specific explorations. The analysis of the finding was expressed using percentages. The data was presented in well labeled tables, column charts and pie charts from which an interpretation was done and statement made to make clear the findings for easy analysis. Limitations/challenges faced during data collection are also covered in this chapter.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATION

5.1 Introduction

This chapter brings out the main findings of the study, answers research objectives and recommended what need to be done to curb the challenges facing packaging of perishable products in Kenya.

5.2 Summary of findings

5.2.1 What is the important of cost of packaging on packaging of perishable products in Kenya?

The findings indicated that the extent to which cost of packaging affects the packaging of perishable products in Kenya, 36% said it affects very high extent, 29% said it affects at high extent, 15% said it affect at fair extent 14% said it affect at low extent and 6% said it does not affect. The researcher concluded that cost of packaging affects packaging of perishable products in Kenya.

5.2.2 To what extent does Government policy affects the packaging of perishable products in Kenya?

From analysis on the extent to which Government policy affects the packaging of perishable products in Kenya, 27% said it affects at very high extent, 25% said it affects at high extent, 21% said it affect at fair extent and 15% said it affects at low extent while 12% said it does not affect at all. The researcher concluded that Government policy affects the packaging of perishable products in Kenya.

5.2.3 To what extent does competition affects packaging of perishable products in Kenya?

The finding analysis shows the extent to which competition affects packaging of perishable products in Kenya, 32% of the respondents indicated it affects at very high extent, 26% said it affects at high extent, 22% indicated it affects at fair extent, 15% of the respondents indicated it affects at low extent while 5% said it does not affect at all. The researcher concluded that competition affects packaging of perishable products in Kenya.

5.2.4 What is the importance of transportation on packaging of perishable products in Kenya?

The findings indicated the extent to which transportation affects packaging of perishable products in Kenya, 40% said it affect at very high extent, 27% said it affects at high extent, 15% said it affect at fair extent 10% said it affects at low extent and 8% said it does not affect. The researcher concluded that transportation affect packaging of perishable products in Kenya.

5.3 Conclusions

The study finding indicated that competition affect packaging of perishable products. Majority of the respondents indicated that the higher demand for technical quality of perishable products is one of the factors driving more packaging firms to adopt a global sourcing strategy in order to improve their competitive advantage by helping the firms to optimize the use of global resources

The study findings revealed that government policy affects affect packaging of perishable products in Kenya. Most of the respondents revealed that packaging costs can vary enormously in relation to total cost of a product. The proportion is primarily influenced by nature of product, the method of shipment used, the distribution chain, product value and consumer preferences in the market concerned.

From the study it was clear that government policy affects packaging of perishable products in Kenya. Most of the respondents stated that market to which a product is exported will determine the type of packaging to utilize as per the regulations of that country. Importers in different countries have varying requirements for transporting packaging. Differences in the buying behaviors of consumers in individual countries will influence customer packaging. The packaging of competing products will also have a bearing on packaging.

The study further revealed that transportation affects packaging of perishable products in Kenya. Packaging protects and stores goods before, during and after shipment. When products are being packaged, their particular characteristics must be kept in mind. Different products need different types of treatment during transportation. Majority of the respondents indicated that the organization lacked proper mechanism of transportation of perishable products.

5.4 Recommendations

5.4.1 Cost of packaging

The study recommends the management of packaging industries in Kenya need to be innovative so as to bring out the best package that can meet market needs at the same time minimize on the production costs

5.4.2 Government policy

The researcher also recommends that packaging industries in Kenya should also be given space to pursue their own development activities rather than government to impose tough policies on packaging of perishable products. Also the management should adhere to rules and regulations put in place by the government when dealing with packaging of perishable products

5.4.3 Competition

From the study, the researcher recommended that management of packaging industries in Kenya must change their strategies or improve them more often for them to remain competitive. To win against competitors they should know who their competitors are, what market segment they are attempting to reach and how to go about it. In order to remain competitive, channel partners need to develop, maintain and seek improvements on the dynamics of relationship within the supply chain.

5.4.4 Transportation

The researcher recommended that to avoid misunderstanding with customers or consumers, the contract should specify the type of packaging to be used to protect the products during handling, transporting and storage. For exceptional export shipments, approval of the packaging and loading by an expert may be advisable so that perishable goods are not damaged.

5.5 Suggestions for further study

The major issues that the researcher collected from the findings of the factors affecting packaging of perishable products in Kenya could also be enhanced by making further study but by use of other variables other than competition, cost, government policy and transportation could be due to other factors that are not included in the scope of the current study. Further research is recommended on factors such as company policy, information technology, staff training and consumer preference.

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APPENDIX I

APPEDIX 1: QUESTIONNARE

SECTION A: GENERAL QUESTIONS

1. What is your gender?

(a) Male	[]
(b) Female	[]
2. What is your age?

(a) 18-30 years	[]
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- (b) 32-40 years []
- (c) 41- 50 years []
- (d) 51 and above years []
- 3. What is your highest level of education?
- (a) Primary school []
- (b) Secondary school []
- (c) College []
- (d) University []
- 4. What is your level of management?
- (a) Top management []
- (b) Middle level management []
- (c) Support staff []
- 5. How long have you worked in Harvest flower ltd?
- (a) Less than 2years []
- (b) 2-4 years []
- (c) 4-6 years []
- (d) 6-8 years []
- (e) Above 8 years []

SECTION B: COST

- 6. A) Does cost affect the packaging of perishable products in Kenya?
- (a) Yes []
- (b) No []
- b) How do you rate the effects of cost on the packaging of perishable products in Kenya?
- (a) Vary high []
- (b) High []
- (c) Fair []
- (d) low []

(e) Not at all []

SECTION C: GOVERNMENT POLICY

7. a) Does government policy affect packaging of perishable products in Kenya?

(a) Yes []

(b) No []

b) To what extent does of government policy affect packaging of perishable products in Kenya?

(a) Vary high []

(b) High []

(c) Fair []

(d) Low []

(e) Not at all []

SECTION C: COMPETITION

8. a) Does competition affects the packaging of perishable products in Kenya?

(a) Yes []

(b) No []

b) To what extent does competition affect packaging of perishable products in Kenya?

(a) Vary high []

(b) High []

(c) Fair []

(d) Low []

- (e) Not at all []
9. a) Does transportation affect the packaging of perishable products in Kenya?
- (a) Yes []
- (b) No []
- b) How do you rate effect of transportation on packaging of perishable products in Kenya?
- (a) Very high []
- (b) High []
- (c) Fair []
- (d) Low []
- (e) Not at all []

Thanks in advance for your cooperation.

APPENDIX II

INTRODUCTORY LETTER

Kennedy kioko

P.O Box 53- 90103

Wamunyu.

To Whom It May Concern

REF: REQUEST FOR ACADEMIC RESEARCH

My name is Kennedy Kioko, Admission Number: BML/19/00730/1/18, a student at the Management University of Africa currently pursuing a Bachelor Degree in Management and Leadership. I am conducting a case study on factors affecting packaging of perishable products in Kenya and would like to do this case study at your organization, Harvest flower ltd. I am humbly requesting for your time so that you may fill the provided questionnaire. This is strictly for academic purposes. A copy of the report may be sent upon request.

Thank you

Yours Sincerely,

Kennedy Kioko

APPENDIX III

RESEARCH WORK PLAN

		2021				
	MA Y	JUN E	JUL Y	AUGUS T	SEPTEMER	
TOPIC SELECTION						
PROPOSAL WRITING						
SUBMISSION AND CORRECTIONS						
DATA COLLECTION AND ANALYSIS						
PREPARATION AND						

CORRECTION						
FINAL COPY SUBMISSION						

APPENDIX IV

RESEARCH BUDGET PLAN

ITEM	QUANTITY	UNIT PRICE	TOTAL
Stationary			1000
Internet services	1	1200	1200
Printing questionnaires	100	10	1000
Transport/fare	14	200	2800
Printing proposal	37	10	370
Flash disk	1	1000	700
Binding project	3	400	1200
Meals during research	14	100	1400
Miscellaneous			500
GRAND TOTAL			10170

User name:

Francis M. Macharia

Check date:

10.09.2021 08:41:24 EAT

Report date:

10.09.2021 08:42:43 EAT

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109540

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