KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY,

INSTITUTE OF DISTANCE LEARNING.

MARKET ORIENTATION OF PUBLIC INSTITUTION,

(A CASE STUDY OF MINISTRY OF FOOD AND AGRICULTURE, ASHANTI)

BY

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A THESIS SUBMITTED TO THE INSTITUTE OF DISTANCE LEARNING, KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY, IN PARTIAL FULFIIMENT OF THE REQUIREMENT FOR THE DEGREE OF COMMONWEALTH EXECUTIVE MASTER IN BUSINESS ADMINISTRATION.

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DECLARATION

I hereby, declare this thesis submission is my own work towards the Commonwealth of learning Executive Master of Business Administration and that, to the best of my knowledge, it contains no material previously published by another person or material which has been accepted for the award of any other degree of the University, except where due acknowledgement in text.

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DEDICATION

This thesis is dedicated to the memory of my father Mr. Frank Doe Ayah who valued education and sent me to school. It is also dedicated to my mother Mad. Awusi Hubi, my wife Madam Faustina Dugbenu and my children Irene Aku-Sika Nanegbe, Angelina Nanegbe, Angelina Nanegbe, Stephanie Mawuko Nanegbe and Stephen Elolo Nanegbe for their love and moral support.

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LIST OF ACRONYMS

AABOA…Adansi south, Amansie central, Bosome freho, Obuasi, Amansie east.

AEAs…….Agricultural Extension Agents.

AIDS…….Acquired Immune Deficiency Syndrome.

CRM……. Customer Relationship Management.

DDOs……District Development Officers.

F&A……..Finance And Administration.

FBO……..Farmer Based Organization.

HIV……...Human Immune-deficiency Virus.

HRDM…. Human Resource Development Management.

IS&D…….Information System And Database.

M&E…….Monitoring And Evaluation.

METASIP. Mediun Term Agriculture Sector Investment Plan.

MOFA…..Ministry Of Food & Agriculture.

PP&B……Project, Programes and Budgets.

PPMED….Policy Planning Monitoring & Evaluation Department.

PRM……..Partner Relationship Management.

RDOs……Regional Development Officers

SDOs……Special Duty Officers.

SMC……..Society Marketing Concepts.

SMSs…….Subject Matter Specialists.

SRI………Statistic, Research And Information.

WIAD…..Women In Agricultural Development.

ABSTRACT

The research focused on the market orientation of public institution. Market orientation is a business approach or philosophy that focuses on identifying and meeting the stated needs and wants of customers/farmers, through its own or acquired products/services. The main objective was to evaluate market orientation of public institutions in Ghana, using Ministry of Food and Agriculture (MOFA) as a case study. The specific objectives were to identify the market orientation strategies that can be adopted, to find out how these strategies will help improve the public institution performance in terms of services, meeting customers' needs etc., and finally, to identify the problems militating against the attainment of effective marketing strategies in MOFA. The basic data collection tools used were questionnaire and semi-structured interview. A sample size of hundred (100) was taken and descriptive statistics was used to summarized the information. The main findings were, emphasis on market orientation of Ministry of Food and Agriculture has not been as strong as expected, and responsiveness in terms of customers'/farmers' change in products/services needs is not encouraging. The research revealed that, there was enough evidence of gender balance among all categories, good number of young and energetic youth farmers gradually showing interest in agriculture and respondents have full knowledge, skills and competence on the subject matter. Major challenges identified was that, farmers do not contact MOFA for advice in their day to day activities, MOFA do not provide market for food crop products, inadequate training for to both farmers and MOFA staff, poor storage facilities, road network, and high input prices. The study recommended that, MOFA should therefore, pay attention to complaints of customers, and secondly, should develop both internal and external good relationship with its employees and customers, and better understanding of their needs to increase productivity and attain customer satisfaction.

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CHAPTER ONE

INTRODUCTION

1.1 Background of the study

Market orientation is a business approach or philosophy that focuses on identifying and meeting the stated or hidden needs and wants of the customers, through its own or acquired products. According to Dalgic (1998), market orientation expresses a marketing perception which put the customer's needs in the centre of the firm's or organization's activities. Market orientation also called market concept or consumer focus was developed in the late 1960s and early 1970s at Harvard University and at a handful of forward thinking companies. It replaced the previous sales orientation that was prevalent between the mid 1950s and the early 1970s. Kotler and Keller (2006), stated that since the concept was first introduced in the late 1960s, it has been modified, repackage and renamed as " customer focus", "thinking philosophy", " market driven", " customer intimacy", and "market concept". Instead of a product –centered, "make and –sell" philosophy, business shifted to a customer- centered "sense and respond" philosophy. Instead of "hunting", marketing is "gardening". The job is not to find the right customers for your products or services, but the right products or services for your customers. The market concept holds that the key to achieving organizational goals consists of the company being more effective than competitors in creating, delivery and communicating superior customer value to its chosen target market

Theodore Levitt (1960), of Harvard drew a perceptive contrast between the selling and market concepts. Selling focuses on the needs of the seller; marketing on the needs of the buyer. Selling is preoccupied with the seller's need to convert his product into cash;

marketing with the idea of satisfying the needs of the customer by means of the product and the whole cluster of things associated with creating, delivering and finally consuming it.

This research looks at market orientation in Public Institutions in Ghana using Ministry of Food and Agriculture (MOFA) as case study.

1.2 Statement of the problem

Market orientation has become an important tool in marketing management such that, looking down upon this dynamics has the potency of derailing your total marketing communication plans. Fill (2003), states that, it was recognized that the fundamental aim of communication was to cut through the surroundings clutter and arrest the attention of the potential clients or customers. According to Kohli and Jaworski (1990), several scholars have stated that, companies who embrace the market concept achieve superior performance. This was first demonstrated by companies practicing a reactive market orientation, understanding and meeting customer's expressed needs. Narver et al (2000), argue that high-level innovation is possible if organizations focus is on customers' latent needs. They called this as proactive marketing orientation. Kotler & Keller (2006), concluded that companies that practice both a reactive and proactive market orientation are implementing a total market orientation and are likely to be the most successful.

The statement of the problem is that, lack of market orientation among public institutions have resulted in negative public image, poor quality service, dissatisfaction of the customers/farmers, low returns and motivations.

However, due to inaccurate, bureaucracy and unprofessional planning on the part of the managements of most of the public institutions in Ghana, market concepts (orientations) and communications do not attain its intended impact. This is sometimes coupled with the fact that, some of the concepts were developed to the breathing phase, brochure development and others, but only to realized that, Market Communication Concept (MCC) will not achieve its intended purpose. A substantial amount of money, production hours, resources, etc which could have been used for other investments will have been wasted here.

Also, in the course of converting government policy to market orientation, public institutions face three major hurdles: organized resistance, slow learning, and the fast forgetting by heads of government departments. Some government departments believe a stronger marketing function threatens their power in the organization.

Furthermore, from an industry point of view some government institutions in Ghana, see some private companies as competitors. From a market point of view, however, the customer really wants 'value for money'. There is therefore, the need for public institutions such as MOFA to design and tailor new services and strategies meant to suit customers within the fast moving modernize industry (agriculture) in Ghana. Also, the need has arisen to conduct a study on various market orientations and strategies by identifying the significance and impact of elements of market concept. This will enable the public institutions increase their market share, profitability, customer retention and loyalty. In other words, there is the need for public institutions to adopt strategies that differentiates its products and services from competitors'.

1.3 Objectives of the study

The general goal of the research was to evaluate market orientation of Public Institutions in Ghana: A case study of Ministry of Food and Agriculture (MOFA) in Ashanti.

The specific objectives were;

1. To identify the market orientation strategies that can be adopted by public institutions in gaining competitive advantage.
2. To find out how these strategies will help improve the performance in terms of sales, meeting needs customers, market share and profit margins.
3. To identify the problem militating against the attainment of effective Marketing strategies in the Ministry of Food and Agriculture (MOFA)

1.4 Research questions

The following research questions are put down in order to find answers to:

1. What are some of the market orientation strategies that can be adopted by MOFA in gaining competitive edge?
2. To what extend have these policies help in improving organizational performance?
3. Does MOFA have research departments that investigate, analyze and implement its findings on both market and industrial trends?

These among other questions were posed in order to achieve the objectives of the study.

1.5 Overview of methodology

1.5.1 Data collection

The sources of materials for the study were from both primary and secondary. The primary portrayed realities as at the time of writing. Data and information pass through few channels of communication and therefore information processing and hence dilution is minimal. Primary data was more accurate and structured questionnaire was designed and administered to heads of department of Ministry of Food and Agriculture (MOFA), staff, farmers and consumers for information on the market orientation. Interviews schedule was another medium through which primary data was obtained. Stakeholders like heads of department, farmers (customers), consumers and staff of MOFA were interviewed for input for this study. Secondary materials were in the form of textbook, newspapers, reports/articles, journals, bulletins and documents presented by advertising experts, marketers and policy planners were used in addition to primary data.

In researching on market orientation strategies, closed-ended questions were used to ensure that answers given were as concise as possible. Structured questionnaires were designed to give the required input in measuring the authenticity of each market orientation. In all cases, a simple random sampling method was used. The advantage is that, it would give a diverse opinion from all players in holistic market concept.

Due to time and limited resources constraints, a proportion of customers and staff were sampled for input for this work. Total sample size of 100, comprised of 51 customers, 43 employees and 6 others were contacted for data input.

1.6 Scope of the study

The study was conducted within the framework of evaluating market orientation in Public Institutions in Ghana: A case study of MOFA. The study was carried out at the MOFA in Ashanti Region. It was a case study approach of one particular public institution (Ministry of Food and Agriculture) and was not cover other ministries. Hence, the result was not generalized but its findings will place in the relevant context of the MOFA studied.

1.7 Limitation of the study

The following limitations have been identified.

Lack of database. Lack of database on market orientation strategies and inadequate accurate data of marketing budgets in comparison with the revenue or benefit generated from investing in marketing activities.

Time available. The research is supposed to be submitted within four months which is not enough to gather data, and analyzed all the relevant information pertaining to the research topic: Marketing orientation of Public Institutions. However looking at the time limit it was difficult to gather all the necessary information.

Available materials and cost involved. Even though nationwide study would have been more appropriate, there are constraints of financial resources and unavailability of data as well as materials which made it impossible to carry on nationwide. Also, it was very hard to get access to some of the information that was useful for the research. In addition, the researcher had to combine academic work with his study as well as office work. Furthermore, costs such as travelling and transport (T&T), printing, photocopying, binding as well as opportunity cost are expensive.

1.8 Organization of the study

This project was structured into five chapters: the first chapter dealt with the background of study, statement of the problem, objective of the study, research questions, and the overview of methodology and sample design, the scope of the study, limitations and organization of the study. The second chapter looks at the review of available literature related to the topic. The third chapter deals with the research methodology that was the population, and the sample, instrument of measurement, procedure and administration. Chapter four looks at analysis of data, results and discussions. The chapter five being the final, deals with summary, recommendation and conclusion.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Market-oriented corporate strategy has been recognized as a pillar of superior company performance by both academics and practitioners over four decades. Conventional marketing wisdom holds that a market orientation provides a company with a better understanding of its customers, competitors, and environment, which subsequently leads to orientation and business performance. Market orientation in both manufacturing and service industries has attracted a significant amount of academic and practitioner interest in the recent marketing literature. Day (1994).

According to Dalgic (1998), market orientation express a marketing perception which put the customer's needs in the centre of the firm or organization activities. Market orientation also called market concept or consumer focus was developed in the late 1960s and early 1970s. Implementation of the market concept characterizes a firm's intentions to deliver superior value to its customers by satisfying their wants and needs on a continuous basis. Slater and Narver (1994).

Market orientation refers to the organization-wide generation of market intelligence through decision support systems, marketing information systems, marketing research efforts, dissemination of the intelligence across company departments and organization-wide responsiveness to the changes taking place in the environment Kohli and Jaworski (1990).

There is a large body of literature dedicated to studying whether market orientation results in superior organizational performance. Some studies have verified a strong link between market orientation and performance. Matsuno, Mentzer, and Ozsomer (2002).

Although there have been several studies investigating the market orientation- performance relationship in small businesses Pelham (2000, 1997), most of these studies have used small manufacturing firms as opposed to small retailers and public institutions. Pelham (1999, 1997) , study identified several mediating variables, such as firm effectiveness, that influenced the relationship between market orientation and performance in small industrial firms. However, these results are not generalized to small-sized service retailers as the latter differ from industrial firms in terms of having greater firm-wide contact with the customers, competition, and profit margins, among others. Therefore, because of the nature of retailers, a more customer-oriented approach might be required of them for a better performance. The objective for this study is to evaluate and investigate market orientations in the public institutions in Ghana especially, MOFA.

2.2 Measuring market orientation

Marketing is a management function typically responsible for understanding the consumer and keeping the rest of the organization informed about the customer so that superior value is delivered to the customer. Companies must have long-term commitments to maintain the relationship through quality, service, and innovation. Consequently, market orientation has been assumed as a pre-requisite to success and profitability for most firms. Although there are some discrepancy in the use of the term “market” verses “marketing” orientation, it generally, consists of (1) customer orientation and targeting; (2) profit orientation; and (3) integrated marketing organization, that is integration of effort by all areas of the organization to satisfy corporate goals by satisfying customer needs and wants. Perreault and McCarthy (2002).

Market orientation has been one of the most important concepts studied in the discipline. A substantial number of studies have been published on this topic. Among several available scales for measuring, market orientation have been developed by the following authors Wrenn (1997) and Churchill (1979), perhaps two closely related frameworks is offered by Narver and Slater (1990).

After an extensive review of literature on sustainable competitive advantage and marketing strategy, Narver and Slater (1990), operationalized market orientation as consisting of three behavioral dimensions (customer orientation, competitor orientation, and interfunctional coordination) and two decision-making criteria (long-term focus and profit focus).

The second framework is suggested by Kohli and Jaworski (1990). Having reviewed the literature and interviews with the managers, Kohli and Jaworski (1990), offered a process-driven model that considers the stages of generating, disseminating, and responding to market intelligence as the essence of market orientation.

Noble, Sinha and Kumar (2002), and Kohli and Jaworski (1990) defined market orientation as "organization-wide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organization-wide responsiveness to this intelligence".

Market intelligence not only pertains to monitoring customers' needs and preferences, but it also includes an analysis of how consumers might be affected by factors such as government regulation, technology, competitors, and other environmental forces. Environmental scanning activities are subsumed under market intelligence generation. Hence, intelligence dissemination pertains to the communication and transfer of intelligence information to all departments and individuals within the organization through both formal and informal channels.

Finally, responsiveness is the action that is taken in response to the intelligence that is generated and disseminated. Unless an organization responds to information, nothing is accomplished.

These frameworks Kohli and Jaworski (1990) and Narver and Slater (1990), have several commonalities with respect to customers, functional integration, and market opportunities.

The researcher chose to operationalized Kohli and Jaworski (1990), framework in this study because it has been less frequently studied in public institutions and the researcher believe that, it is better suited to data collection.

2.3 Market Orientation and Performance

Many empirical findings of the market orientation research have produced complex and mixed results with respect to the relationship between market orientation and business performance Voss and Voss (2000). The previous research that predicted a positive relationship between market orientation and performance was using the assumption that a market orientation provides a firm with a better understanding of its environment and customers. The significance of including market orientation in an integrated model of determinants of performance is highlighted by several researches finding which indicated that, there is an influence of market orientation on customer orientation, organizational commitment, sales growth, and financial performance and profitability. Pelham and Wilson (1996). Some empirical studies found a positive relationship between market orientation and managers' perceptions of overall firm performance. Jaworski and Kohli (1993). Managers found positive perceptions and financial performance with market orientation. Pelham and Wilson (1996). According to Atuahene-Gima (1996), managers' perceptions and the new product performance was also positive.

At the same time, several studies did not support a direct positive relationship between performance and market orientation. Jaworski and Kohli (1993). A possible explanation for lack of clear relationship with market orientation is that, it is more complex relationship than those tested for in previous studies Pelham (1997).

To summarize, while there is no reason to believe that, the strength of the relationship between performance and market orientation may vary depending on industry characteristics, customer characteristics, or the type of the performance measure used, the literature generally supports the proposition that, market-driven and innovative firms will outperform their competitors Gatignon and Xuereb (1997).

2.4 Relationship between market orientation and intelligence generation

Intelligence generation is the collection and assessment of customer needs/preferences and forces that influence the development of those needs. According to Slater and Narver (1994), market orientation is a corporate culture that differentiates one business from another in its tendency to always give superior value to its customers. A business with superb information collection and processing capabilities can predict more precisely and make rapid changes in the market place and know what superior value means to customers Pelham (1997).

2.5 Relationship between market orientation & intelligence dissemination

Intelligence dissemination is a process and extent of market information exchange within a given organization. In order for market orientation to operate correctly, information developed in the intelligence generation stage must be shared with other functional units of the business. Superior performance from market orientation can only occur when there is appropriate interfunctional coordination. Information exchange is critical to achieving this goal. Han, Kim, and Srivastava (1998). Accomplishing this task requires businesses to provide forums for information exchange and discussion. This may include information technology, task forces, face-to-face meetings, integrator roles, or liaison positions. Slater and Narver (1995). Zaltman, Duncan, and Holbek (1973), assert that openness in communication across business functions assists in responding to customers' needs. Information dissemination is critical to the success of the market orientation process. Thus, we expect the information dissemination process to play a major role in the MOFA's market orientation development process.

2.6 Relationship between market orientation and responsiveness

Responsiveness is the action taken in response to intelligence that is generated and disseminated. Superior performance can only be achieved by responding continuously to the customer's ever changing needs. Thus, once the marketers have gathered the market intelligence, processed it by sharing it with the appropriate inter-functional groups, then it is time to develop action plans. Day (1994), as cited by Kara (2005), argues that, a market orientation culture supports the need to gather the market intelligence and functionally coordinate actions to gain a competitive advantage. Kohli and Jaworski (1990), and Narver and Slater (1990), emphasized that the scale of a business's implementation of a market orientation strategy depends on its desired level of organization-wide concern and responsiveness to customer needs and competitive action. As such, we expect the market orientation organization to influence a business's responsiveness to customer needs.

2.7 Sustainable competitive advantage

Bradmore (1996), as cited by Kichen (1999), identifies market-oriented managers as seeing the satisfaction of customer wants and needs as the primary competitive weapon and proposes that customers will consistently favour goods and services which most precisely match their needs and wants. He advocates market research as the foundation for identifying these needs and wants, for identifying the market segments whose needs can be satisfied by your product or service better than by competitors. In-depth analysis of data allows products and services to be positioned and promoted as different from (and presumably of more value than) competitors' products and services.

2.8 Understanding the competitors

Bradmore (1996), provides a useful review of more conventional techniques for analyzing competitors' offering. However, he extends the analysis beyond such conventional factors as their objectives, strategies and tactics to include competitors' assumptions, strength, weaknesses, and competitive advantage relative to one's own competitive advantage. He includes analysis of competitive reaction patterns (and predictions of future patterns based on historical information) as a key planning element. Bradmore proposes that detailed analysis of such factors allows strategic decisions to be made regarding which competitors should be attacked or avoided and what market poison may be appropriate for a specific product or service. Whatever system of competitors' intelligence and analysis is put in place, it should be on-going, in order to allow a company to modify its own strategies and tactics to adjust to changing market conditions. Identifying new and emerging competitors and evaluating their impact on one's own activity is an additional challenge facing analysis. Such activities are however vital in ensuring a solid foundation upon which to develop market orientation and communications programmes.

2.9 Understanding the customers

A customer refers to individuals or households that purchase goods and services generated within the economy. The word historically derives from "custom," meaning "habit"; a customer was someone who frequented a particular shop, who made it a habit to purchase goods there, and with whom the shopkeeper had to maintain a relationship to keep his or her "custom," meaning expected purchases in the future. wwwhttp://en.wikipedia.org/wiki/customer, (12/09/2010).

Customer needs may be defined as the goods or services a customer requires to achieve specific goals. Different needs are of varying importance to the customer. Customer expectations are influenced by cultural values, advertising, marketing, and other communications, both with the supplier and with other sources.

Both customer needs and expectations may be determined through interviews, surveys, conversations, data mining or other methods of collecting information. Customers at times do not have a clear understanding of their needs. Assisting in determining needs can be a valuable service to the customer. In the process, expectations may be set or adjusted to correspond to known product capabilities or service.

Aaker (1995), as cited by Bock and Mord (2002), notes the increased use of benefit segmentation, with emphasis on what motivates customers to buy and use products or services, what attributes of the offering are important and what objectives are sought by the customer. Importantly, he identifies this analysis as being a dynamic and ongoing process, with a focus on changes in customer motivation, which may be occurring or likely to occur, forming a key element of ongoing analysis. In addition, he extends the potential analysis to include unmet needs, customer satisfaction and analysis of problems identified by existing customers.

Having determined the customer's wants and needs, there may be several constraining factors which inhibit a company's ability to match their products and services to those desired by the consumer. These constraints include financial and production resources (including managerial and technological expertise). Planners should consider relevant regulations and legislation which may influence what can be undertaken with market orientations activity. There is also increasing awareness of, and interest in, environmental and ethical issues in marketing communications.

A further constraint is the change in distribution channels which has been by the growth in direct response marketing and, increasing, the internet. Not only must planners understand (through careful analysis) what motivates customers to buy, when and how often- but also where they buy from. Changes to distribution channels may warrant changes in promotional programmes.

2.10 Understanding consumer buying behaviour

The basic and important step in formulating market orientations strategy is to identify analyses and ultimately understand the target market and its buying behaviour.

According to Rosister and Percy (2000), as cited by Hansen (2005), whether in the industrial or consumer market, or whether consumers are buying products or services, they respond in different ways to the barrage of Marketing Communication that are constantly aimed at them. These are theoretical frameworks borrowed from education, psychology, sociology, cultural anthropology and economics etc that are now added to both commercial and academic market research into consumer and industrial buyer behaviour. All these theories further contribute to a better understanding of buyer behaviour. It is therefore through this understanding that helps to reveal what kind of marketing communications work best.

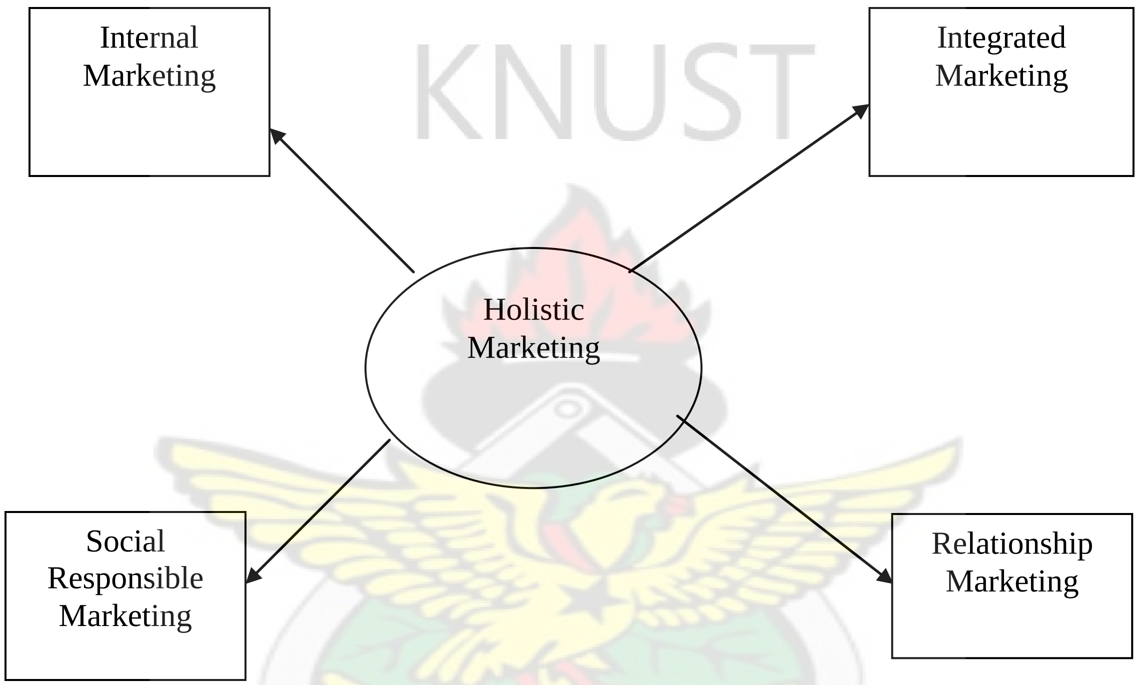
Kotler (2003), suggested that modern marketing calls for more than just developing a good product, pricing it attractively, and making it accessible to target audience. Companies must also communicate and orient with present and potential stakeholders, and the general public. According to Gould et al. (1999), communication is concerned with the exchange of information, ideas, or feelings and the successful development of a communication strategy requires extensive learning and coordination throughout the communication network. Market orientation is the collective term for all the communication functions used in marketing a product or service and the purpose of it is to add persuasive value to a product for both customers and the company. Yeshin (1998) and Fill (2002).

2.11 The holistic market concept

According to Kotler and Keller (2006), the holistic market concept is based on the development, design, and implementation of marketing programs, processes, and activities that recognizes their breadth and inter-dependencies. Holistic marketing recognizes that "everything Matters" with marketing and the broad, integrated perspective is often necessary. Four components of holistic marketing are relationship marketing, integrated marketing, internal marketing, and social responsibility marketing. Therefore holistic marketing can be explain as an approach to marketing that attempts to recognize and reconcile the scope and complexities of marketing activities. Figure 1.0 below provides a schematic overview of the four main components of holistic marketing.

Fig 2.1: Holistic marketing

Marketing Department | Senior Management | Other Department | Communications | Products & Services | Channels



Ethics Legal | Customers | Channel

Partners

Environment Community

Source: Adopted and Modified Kolter and Keller, (2006).

2.12 Relationship marketing

Relationship Marketing has been explained as building mutually satisfying long-term relationships with key parties-customers, suppliers, distributors, and other marketing partners- in other to earn and retain their business Gummesson (1999). The aim of marketing is to develop deep, enduring relationships with all people or organizations that could directly or indirectly affect the success of the organization's marketing activities. Relationship marketing therefore involves cultivating the right kind of relationships with the right constituent groups. According to Kotler (2003), marketing must not only do customer relationship management (CRM), but also partner relationship management (PRM) as well. Four key constituents for marketing are customers, employees, marketing partners (channels, suppliers, distributors, dealers, agencies), and members of the financial community (shareholders, investors, analysts). The ultimate outcome of relationship marketing is the building of a unique company asset called a marketing network.

2.13 Integrated marketing

Integrated marketing is mixing and matching marketing programs to create, communicate, and deliver value for consumers. The marketing program consists of numerous decisions on value- enhancing marketing activities to use. Marketing activities is in terms of the marketing communication mix, which has been defined as the set of marketing tools the firm uses to pursue its marketing objectives. Borden (1994). Marketing communications mix consist of advertising, sales promotion, events and experiences, public relations, direct marketing, and personal selling to reach the trade channels and the target customers. The aims of integrated marketing are that (1) many different marketing activities are employed to communicate and deliver value and (2) all marketing activities are coordinated to maximize their joint effects. Hence, public institutions and businesses must integrate their systems for demand management, resource management, and network management.

2.14 Internal marketing

Holistic marketing incorporates internal marketing, ensuring that everyone in the organization embraces appropriate marketing principles, especially senior management. Kotler and Keller (2006), state internal marketing is the task of hiring, training, and motivating able employees who want to serve customers well. They argue that internal marketing must take place on two levels. The first level shows state the various marketing functions-sales force, advertising, customer service, product management, and marketing research which must work together. At the other level, marketing must be embraced by the other departments; they must also “think customers”. Marketing is not a department so much as a company orientation. Marketing thinking must be persuasive throughout the company.

2.15 Social responsibility marketing

Holistic marketing incorporates social responsibility marketing and understanding broader concerns and ethical, environmental, legal, and social context activities and programs. The cause and effects of marketing clearly extend beyond the company and the consumer to society as a whole. Social responsibility also requires that marketers carefully consider the role that they are playing and could play in terms of social welfare. Companies like McDonalds’s have added healthier items to their menus (e.g. salads) and introduced environmental initiatives (e.g. replacing polystyrene foam sandwich clamshells with paper wraps and lightweight recycled boxes) due to criticism from the public on high fat and starch content of their food as well as waste from their food packages.

Recently, marketing “gurus” such as Kotler, Keller and Kitchen are calling for what they called Societal Marketing Concept (SMC). The societal marketing concept holds that the organization’s task is to determine the needs, wants, and interests of target markets and to deliver the desired satisfactions more effectively and efficiently than competitors in a way that pre-desires or enhances the consumer’s and the society’s well-being. The societal marketing concept calls upon marketers to build social and ethical considerations into their marketing practices. They must balance and jungle the often conflicting criteria of company profits, consumer want satisfaction, and public interest Kotler and Keller (2006).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

According to Collins (2005), research is a systematic investigation to establish facts or collect information on a subject, and methodology is the system of methods and principles used in a particular discipline.

The objective of this chapter was to review the frameworks of ideas that have been more influential in the subject, "Market Orientation of Public Institution in Ghana: A case study of Ministry of Food and Agriculture, Ashanti. The chapter discuss the methodological approach that have been used in the study to assess the degree of achievement of the research objectives outlined and also to clarify whether the research questions set have been properly answered. It also considers the mode of data collection and analysis used in the study to address the research objective.

This chapter was divided into eight sections as follows; 3.1 introduction, 3.2 research design for the study, 3.3 explained the details on the population of the study, section 3.4 sample and sampling procedures, 3.5 research instrument, 3.6 interview schedule, 3.7 deals with data collection procedure, 3.8 analysis of data, 3.9 data and information processing and finally, 3.10 highlighted on general background of agriculture in Ghana.

3.2 Research design

Bryman and Bell (2003), explain that research designing provides framework for the collection and analysis of data, that a choice of research design reflects decisions about the priority being given a range of dimensions of the research process. The research design for this study was survey method. This method was used because it provides the researcher with the desired data. A survey is a methodology whereby a sample of subjects is drawn from a population and studied to make influences about the population. Collis & Hussey (2003). Generally, survey allows collection of large amount of data from sizeable population in an economical manner.

Moreover, the researcher has more control over the research process but it was disadvantage by the fact that, time was spent in designing, piloting of questionnaire, processing and analysis of data collected. The questionnaire that was designed related to elements such as courtesy, professionalism, attitude of staff towards customers, building strong public servant-customer relationship and the challenges facing both customers and staff.

Respondents from the population were also carefully selected at one point in time using the questionnaire and the interview guide or schedule.

3.3 Population of the study

The target population for the study consists of customers, staff and heads of department of Ministry of Food and Agriculture, Ashanti. Gill and Johnson (2002), state that surveys are associated with "research population" which provides the necessary information needed for answering the set research questions. Surveying from the entire population could be expensive and require adequate time for data collection and analysis. Based on the above reasons, the population of the study comprises the stuff and customers of MOFA. The population sample for the study was one hundred (100), and made up of four (4) heads of department/supervisors, thirty-nine (39) workers and fifty-seven (57) customers/public.

Samples were selected based on targeted population using the non-probability sampling method of random sampling, specifically the purposive sampling technique. This method ensured that representative samples of all the known elements of the population were covered in the sample.

3.4 Sample and sampling procedures

Bryman & Bell (2003), state that sampling principles and practices associated with social survey research and relevant to the selection of documents for content analysis. Saunders et al (2003), argue that the sampling techniques employed provide a range of methods that enable the researcher to reduce the amount of data needed to be collected by considering data from subgroup rather than entire population.

3.5 Research instruments. (questionnaire)

The basic instrument used in collecting data for the study was a questionnaire and an interview guide (semi-structured interview). The questionnaire and semi-structured interview were used because the respondents were both literate and illiterate. The chief advantage of this approach was the excellent rate of recovery which was 100% (one hundred percent), plus the fact that the researchers had the opportunity to explain the study and answer questions that the respondents had before they completed the questionnaire.

Questionnaire was prepared and administered by the researcher for the respondents. The set containing thirty nine (39) items was used on the customers, workers of the general public, and a column for challenges and suggestions. The items in the questionnaire were based on variables on customer satisfaction such as courtesy, professionalism, attitude of staff towards customers, time to be served by workers, handling customers' complaints. The items in the questions were both open and closed ended. For the open ended, respondents had the liberty to give their own answers to certain items on the questions but for the close ended they were given a one- five options to choose their answers.

The questionnaires were used for the study because it required very little time of respondents and also it did not take too much of the researcher's time to distribute them, as most of the population for the study were easily located within districts in Ashanti.

The validity of the questionnaires was submitted to the supervisor and colleagues who read through them to ascertain its degree of measurement. The reliability of the questionnaire was to help the researcher get the right responses the same way each time it was used under the same conditions with the same subjects.

3.6 Interview schedules

The researcher also conducted structured interviews with management to solicit information to determine certain trends as well as in-depth opinions and attitude of management and staff in other to develop best communication system to attract and retain our cherish customers. The validity of the structured interview was submitted to the supervisor and colleagues who read through the items to ascertain its degree of measurement. The reliability of the structured interview was to help the researcher get the right responses the same way each time it was used under the same subjects.

The researcher also conducted unstructured interview with customers to elicit their responses about how they were satisfied with the services of staff and management of MOFA provides to them. This type of interview ensured a high response rate and clarified certain issues on the topic. The researcher was able to probe for specific meanings of responses made.

3.7 Data collection procedures

Data collection was conducted through questionnaire and interview schedule, (both structured and unstructured). The questionnaire was structured to consist mainly closed ended type of questions in order to elicit feedback from customers/farmers. The questionnaire was distributed to the respondents one week earlier for the study and completion before the researcher collected them.

Other information gathered included demographic background of the respondents, range of ages, educational background, staff respondent data, emphasis on market orientation, how long had respondents work with the organization, responsiveness, suppliers, challenges etc. A total of one hundred (100) respondents were given questionnaires covering five sampled districts in the Ashanti district namely; Adansi south, Amansie central, Bosome freho, Obuasi municipal and Amansie east. (AABOA). Responses categories mainly range from strongly disagree, disagree, neutral, agree to strongly agree. Personal observations were also made throughout the data collection period, and care was taken in order to avoid biasness.

3.8 Data analysis

The raw data obtained from a study is useless, unless it is transformed into information for the purpose of decision making to achieve the objectives of the organization. Analysis of data involved reducing the raw data collected into a manageable size, developing summaries and applying statistical inferences. Data gathered was edited for possible corrections and omissions that were likely to occur to ensure consistency across respondents.

The data was then coded, for grouping respondents into limited number of categories. Microsoft excel software was used for the analysis and data was presented in tabular, graphical, and narrative forms. Descriptive statistical tools such as bar, graph, pie charts and complemented with frequency distribution tables and percentages were used in analyzing the data.

3.9 Data and information processing

Quantitative data analysis

Data collected through questionnaires and interviews with customers /farmers were collated and analysed using appropriate statistical techniques such as frequency distribution tables and percentages, which culminated into graphs, bar and pie charts using the Microsoft excel.

Qualitative data analysis

Data collected such as specific comments, observations and issues raised by respondents were also analysed and summarized into tables using descriptive statistical tools such as the frequency distribution tables and percentages.

3.10 General background of agriculture in Ghana

3.10.1 Agriculture in the economy of Ghana

According to MOFA (2003), the dominant sector in the Ghanaian economy is agriculture, and in terms of its share of Gross Domestic Product (GDP), foreign exchange earnings and employment. Agricultural sector contributed to about 45.5% of GDP and accounted for 38.6% of the country's foreign exchange earning in 1999. it also provides livelihood for over 70% of the population.

3.10.2 Agricultural policy in Ghana

The five key objectives of the agricultural policy are as follows: Ensuring food security and adequate nutrition for the population, promoting the supply of raw materials for other sectors of the economy, contributing to export earnings, increasing employment opportunities and incomes of the rural population, and generating resources for general economic development.

3.10.3 A vision for the future of Agricultural Extension Services

According to MOFA (2003), in the short to medium term (2-10 years), an efficient and demand –driven extension services would be established through partnership between government and private sector. Government would provide funding for extension services delivery especially small and poorly resourced farmers, while large-scale farmers and members of FBOs practicing 'market oriented' farming would be encouraged to seek and pay for services they receive from private organisation.

Government would take a look at issues that affect the general livelihood of the farming communities such as marketing, health (HIV/AIDS, guinea-worms, etc.).

3.10.4 Mission statement

MOFA is to work with the regional and district administrations to ensure that extension services contribute in an effective and efficient way towards the social and economic development of Ghana through:

Addressing the specific needs of customers, especially the rural poor in an effort to reduce poverty.

Ensuring that farmers adopt environmentally sustainable methods.

Raising agricultural productivity.

Creating an enabling environment for private sector participation in the funding and delivery of extension services.

3.10.5 Policy objectives

According to MOFA (2003), MOFA has nine objectives as follows:

MOFA will promote farmer-driven extension and research to ensure that services provided are relevant to farmers' needs.

MOFA would empower farmers through the formation and development of FBOs including marketing and agro-processing associations and co-operatives in collaboration of Department of Co-operatives.

MOFA will promote the best practices.

MOFA will improve on the efficiency and cost-effectiveness of publicly funded extension services.

MOFA will broaden extension services delivery.

MOFA will ensure that appropriate institutional structures are developed at all implementation levels to operate the new agricultural extension policy.

MOFA will implement an effective monitoring and evaluation system for agricultural extension services.

MOFA will undertake a broad human resource development programme by ensuring continuous capacity building of agricultural development workers.

Finally, the national agricultural extension system will respond to the emerging issues of HIV/AIDS pandemic, environmental degradation and poverty reduction.

3.10.6 The structure and performance of the agricultural sector

According to MOFA (2003), in Ghana, the five sub-sectors of agriculture is made up of crops other than cocoa, (64% of agricultural GDP), cocoa (13%), livestock (7%), fisheries (5%) and forestry (11%). The non-cocoa crop sub-sector includes cereals (maize, rice, sorghum and millet), roots and tubers (cassava, yam, and cocoyam), industrial crops (tobacco, cotton, kola nut, oil palm, rubber, groundnut, copra and sugar cane), horticultural crops (pineapple, mango, chilli pepper, ginger, lime and orange) and other crops such as plantain, banana, bean and, tomato. The fisheries sub-sector is made up of marine and fresh water products (tuna, shrimps, tilapia, mudfish, lobsters and herrings, among others). The forestry sub-sector also made up of well-known tropical timber species such as Odum and Mahogany and hundreds of other well known and lesser-known secondary species.

3.10.7 Current general trend of Agriculture in Ghana

According to MOFA (2010), the current general trend of agriculture sector in Ghana, relative to other sectors, has being quite impressive since 2000. The average GDP growth rate between 2000 and 2008 has been about 4.7%, that the service sector has been 6%.

The general performance of agriculture sector relative to other sectors is shown in appendix A, tables 1 to 9 under the following headings;

Share of agriculture in Gross Domestic Product, 2000-2008. Production of industrial crops in metric tones. Area and production of selected horticultural crops in Ghana. Domestic meat production, 2003-2008. Meat import into Ghana, 2003-2008. Annual fish production in metric tones. Domestic food supply and demand of key staples, 2006-2008.

Average yield of selected food crops and comparison with achievable yields, Mt/Ha. and levels of post-harvest losses and reduction targets.

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

Chapter four takes a look at the presentation, discussion and analysis of data collected from the field. Summary of findings, conclusion and recommendations are also presented in this chapter. It is an integral part of the survey and it Is affected by its overall quality. According to Twumasi (1986), the findings of the study and discussions may be integrated and presented together or they may be presented separately. The findings are normally reported with respect to furnishing evidence for each research questions asked to guide the study. This study presents the results of the study and the findings. The findings focus essentially on the causes of competition, impact of competition and the strategies taken to address competition in the organization. Descriptive statistics was used in presenting the data. Frequencies, percentages and charts were employed to explain certain points where necessary.

4.2 Research findings from respondents

This section gives detail information on the findings of the study as well as the analysis of the findings from agricultural staff. The chapter gives a detailed discussion on responses obtained from the various questions posed to the respondents. The questions were to obtain information on market orientation in the Ministry of Food and Agriculture (MOFA).

4.3 Demographic background of respondents

Samples were selected based on targeted population using the non-probability sampling method of random sampling, specifically the purposive sampling technique. This method ensured that representative samples of all the known elements of the population were covered in the sample.

A sample size of hundred (100), comprising forty-three (43) staff, twenty (20) client/farmers, thirty-one (31) suppliers and six (6) others of the target population in the Adansi South, Amansie Central, Bosome Freho, Obuasi Municipality and Amansie East districts (AABOA) responded to the administered questionnaire. The break down in Table 4.1 shows the distribution of respondents for the study.

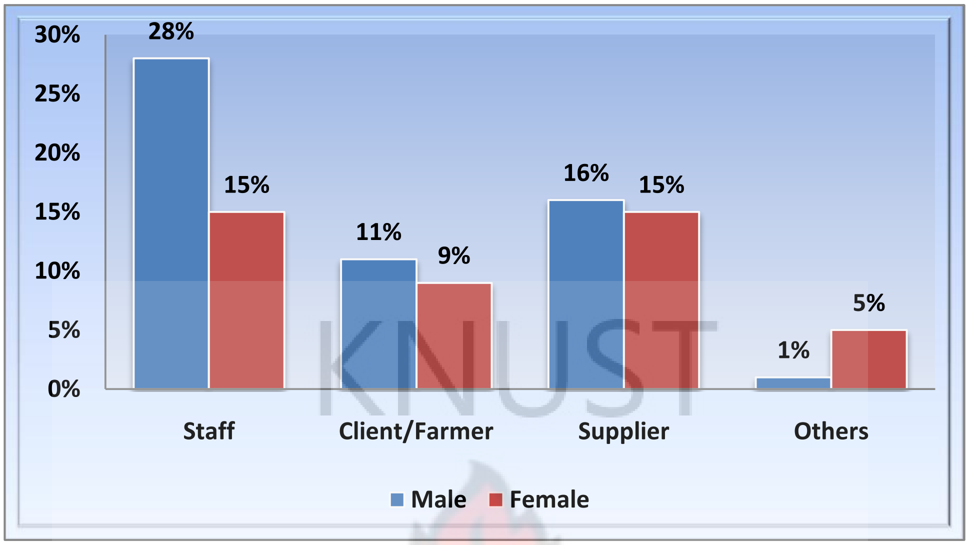
Table 4.1: Respondents' Distribution

Status	Male		Female		Total	
	Frequency.	**(%)**	**Frequency.**	**(%)**	**Frequency**	**(%)**
Staff	28	28%	15	15%	43	43.00%
Client/Farmer	11	11%	9	9%	20	20.00%
Supplier	16	16%	15	15%	31	31.00%
Others	1	1%	5	5%	6	6.00%
Total	**56**	**56%**	**44**	**44%**	**100**	**100.00%**

Source: Field Survey May, 2011

Generally the study signified that, 56% of the respondents were male, while females registered the remaining 44%; thus, revealing a ratio of 1:0.8 with regard to male and female distribution respectively with the male slightly dominant over the female, as illustrated in Figures 4.1a, 4.1b and 4.1c below.

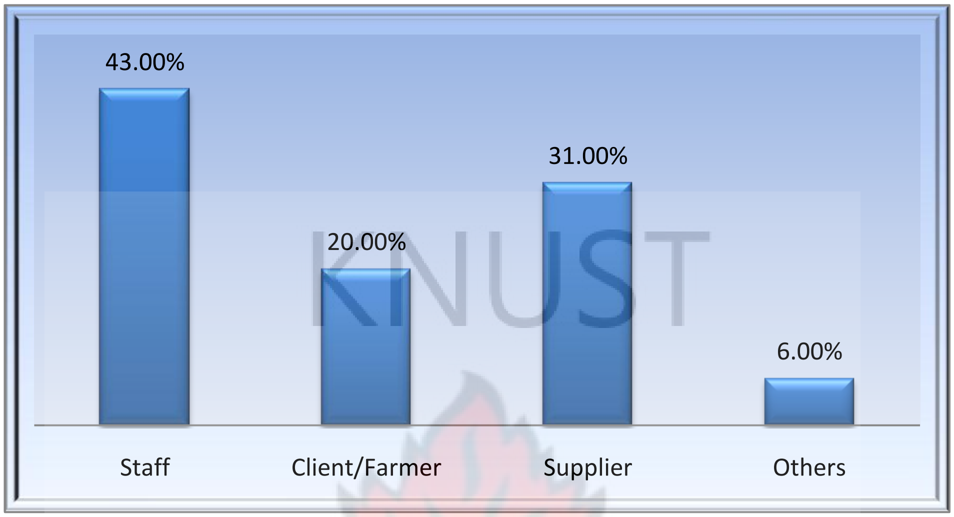
Figure 4.1a: Respondents' Distribution



Source: Field Survey May, 2011

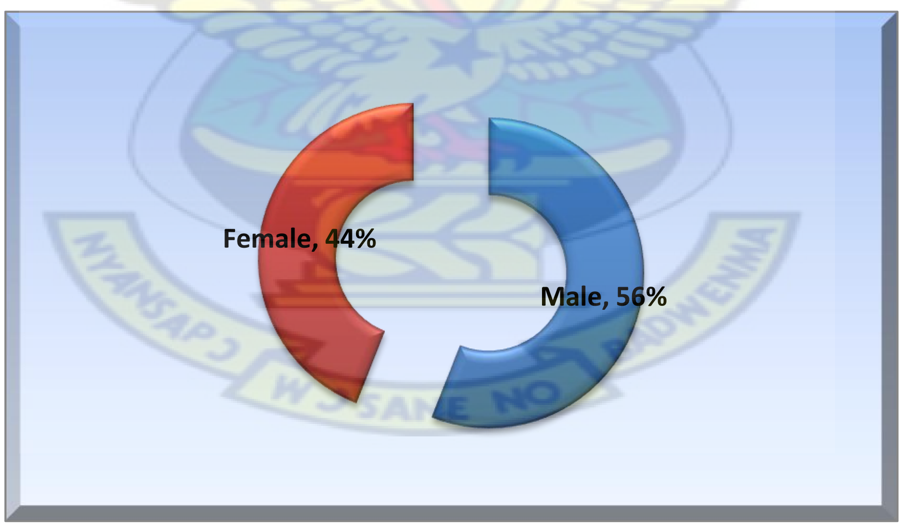
Nevertheless, apart from the 'others' who had 5% representation of female over the males' 1%, all the other groupings constituting the research respondents had males dominating, especially in case of staff whose figure (28%) was almost a double of the females' (15%). This was in line with Adansi North labour force, which indicated that, agriculture sector had 55% male and 45% female in the district. http://www.ghanadistrict.com/adansinorth/labourforce (19/6/2011). Again the male marginally exceeded the female among the clients/farmers and 'suppliers' by 2% and 1% respectively.

Figure 4.1b: Respondents' Distribution



Source: Field Survey May, 2011

Figure 4.1c: Gender Ratio



Source: Field Survey May, 2011

As illustrated in the above graphical representations, there is an indication of enough evidence of gender balance among all the various categories; hence, implying that both men and women were fairly represented.

4.4 The range of ages

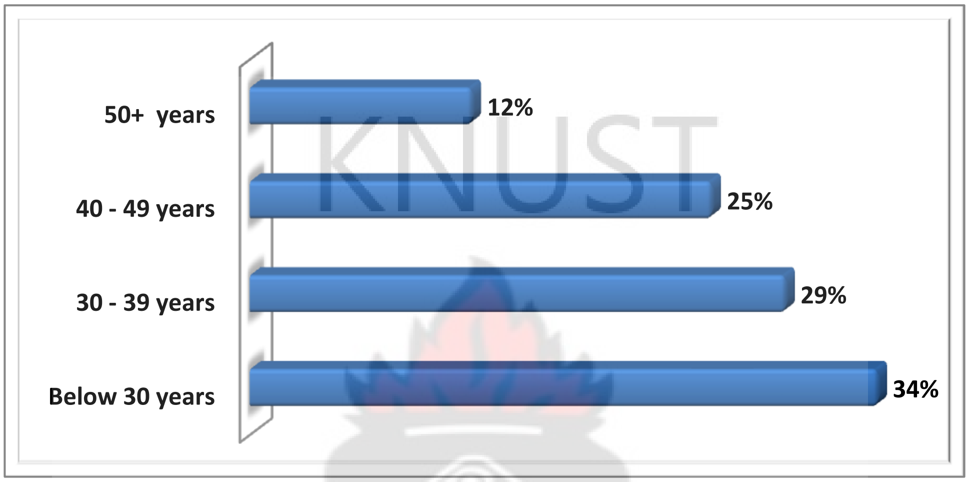
The ages of the entire respondents are within the range of 20 to 55 years. The study showed that 34% of the respondents belong to the 'Below 30 years' group which is also the modal class of the distribution; followed by '30-39 years' (29%), this indicated that, the future for the agriculture sector in the Ashanti region in bright, since more youth are developing much interest in the sector. '40-49 years' (25%) and '50+ years registering 12%. Thus, collectively, 63% of the respondents are more youthful, while 12% are of the middle age class as picturesquely demonstrated by table 4.2a and figure 4.2a.

Table 4.2a: Respondents' Age

Age	Staff		Client/Farmer		Supplier		Others		Total	
	Freq	(%)	Freq	(%)	Freq	(%)	Freq	(%)	Freq	(%)
Below 30 years	12	12%	5	5%	14	14%	3	3%	34	34%
30 - 39 years	18	18%	4	4%	5	5%	2	2%	29	29%
40 - 49 years	10	10%	6	6%	8	8%	1	1%	25	25%
50+ years	3	3%	5	5%	4	4%	0	0%	12	12%
Total	**43**	**43%**	**20**	**20%**	**31**	**31%**	**6**	**6%**	**100**	**100.00%**

Source: Field Survey May, 2011

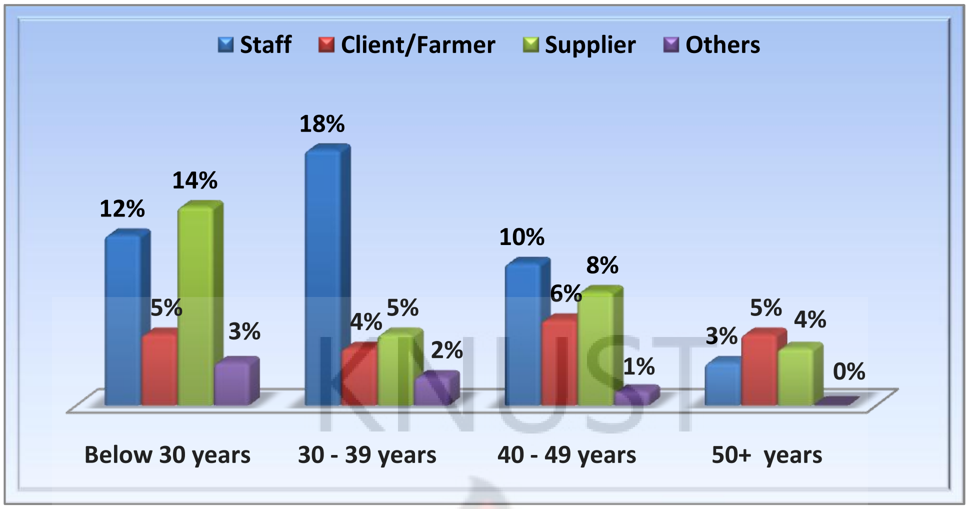
Figure 4.2a: Respondents' Age



Source: Field Survey May, 2011

The staff age is fairly distributed with the modal age group being 30-39 years which represents 18% (18) of the respondent; this was followed by the 'below 30 years' group scoring 12% (12) of the respondents. The 40-49 years and the 50+ years' group constituted 10% and 3% of the respondents respectively as shown in Table 4.2 and Fig 4.2b. Thus, the study indicates that MOFA has a high number of young and energetic workforces and a low number of personnel advanced in age and are nearing pension. Therefore, within the next five to seven years management has to recruit about 3% of the workforce since the older folks would by then handed over the mantle to the current young ones.

Figure 4.2b: Age of Respondents



Source: Field Survey May, 2011

Client/Farmer group age is fairly distributed with an average of 5% for all age groups; 40-49 years being the modal class 6% (6) of the respondent; the supplier group registered 14% for the 'below 30 years' group; and 'others' had the class of 'below 30 years', being 3%. Therefore, the study signifies that MOFA's client/farmer group are generally, had a good number of young and energetic farmers which is a good indication that the youth are gradually showing interest in agriculture.

4.5 Educational background

The study revealed that 2% respondents, specifically, two (2) clients/farmers were illiterates and holders of Middle School Leaving certificate attained 14% of the respondents (8% staff, 6% client/farmer). As many as 34 respondents (representing 34%); comprising 17 staff, 11 client/farmer, 5 suppliers and 1 'others' had Agricultural College certificates as the highest attained educational level. This also happens to be the modal class. Again, it was detected that 18% (5% staff and client/farmer each, 6% suppliers and 2% others) were tertiary graduates; while 22% were secondary school graduates and JHS registering 10% as illustrated in table 4.3 below. Generally, it could easily be said that apart from just 2% illiterate farmers all respondents were educated, well informed and could be assumed to be competent in their area of operations.

Table 4.3: Educational Level

Age	**Staff**		**Client/Farmer**		**Supplier**		**Others**		**Total**	
	Freq	**(%)**	**Freq**	**(%)**	**Freq**	**(%)**	**Freq**	**(%)**	**Freq**	**(%)**
Non-Formal	0	0%	2	2%	0	0%	0	0%	2	2%
Middle School	10	10%	4	4%	0	0%	0	0%	14	14%
JHS	2	2%	3	3%	1	1%	4	4%	10	10%
Secondary	13	13%	5	5%	4	4%	0	0%	22	22%
Agric College	13	13%	2	2%	18	18%	1	1%	34	34%
Tertiary	5	5%	4	4%	8	8%	1	1%	18	18%
Total	**43**	**43%**	**20**	**20%**	**31**	**31%**	**6**	**6%**	**100**	**100%**

Source: Field Survey May, 2011

4.6 Staff respondents data

4.6.1 Staff respondents' position

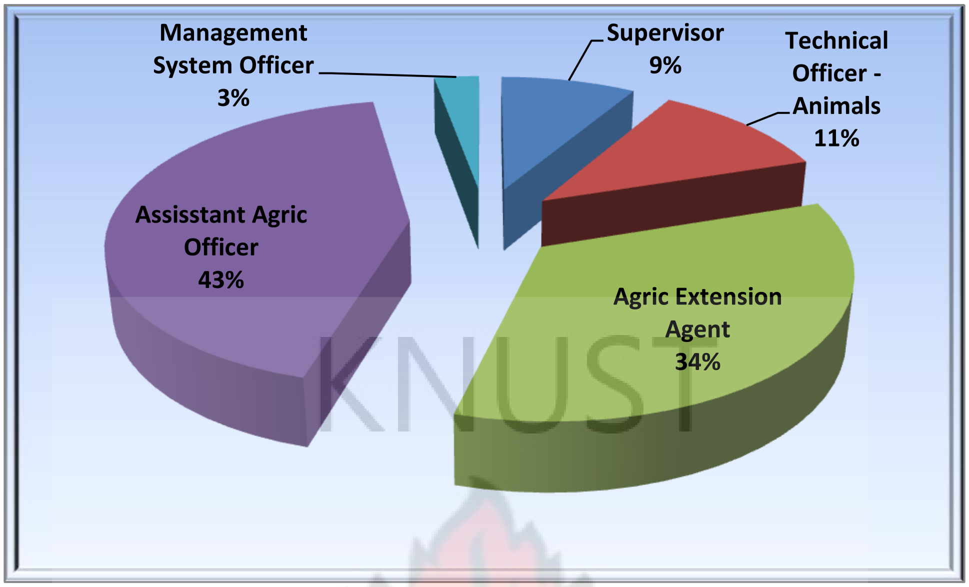
The study showed that the respondents of the administered questionnaire occupied five (5) main grades/positions of the organization, namely, supervisors who represented 9% (4 in absolute terms), technical officer-animal registered 19% (8 in absolute terms), Agric Extension 30% (13 persons), 37% for Assistant Agric Officers (16 persons); which apparently happened to be the modal class and the Management System Officers who were least represented by the 5% (2 persons). It therefore stands to reason that the respondents are well placed and have full knowledge, skill and competence on the subject matter on the table as far as the marketing orientation of MOFA is concerned. Table 4.4 and Figure 4.3 demonstrate the details below.

Table 4.4: Grade/Position of Staff Respondents

GRADE/POSITION	**FREQUENCY**	**(%)**
Supervisor	4	9%
Technical Officer - Animals	8	19%
Agric Extension Agent	13	30%
Assistant Agric Officer	16	37%
Management System Officer	2	5%
Total	**43**	**100%**

Source: Field Survey May, 2011

Figure 4.3: Grade/Position of Staff Respondents



Source: Field Survey May, 2011

4.6.2 Staff departmental distribution

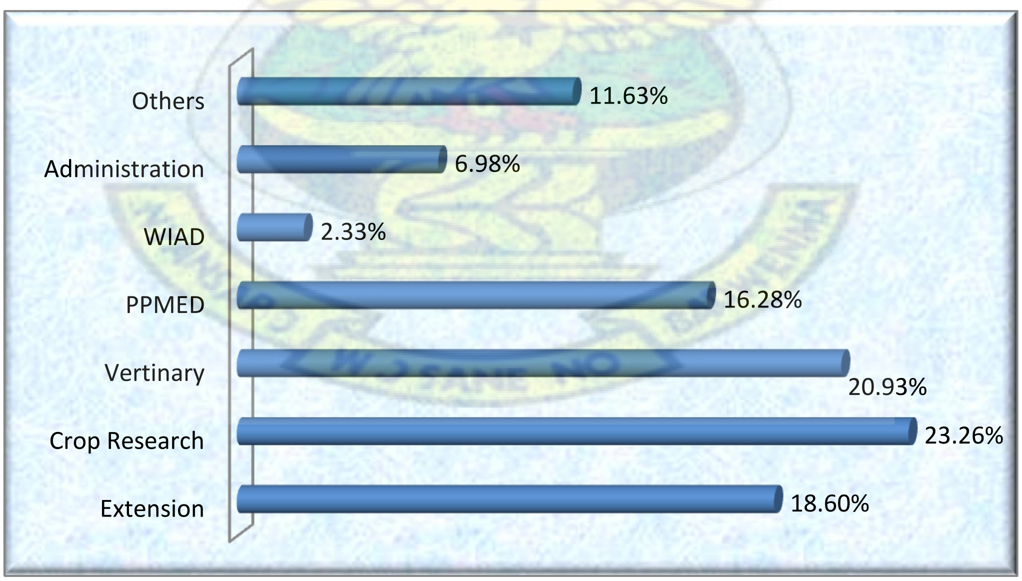
The research indicated that, out of the total MOFA staff respondents of 43, the Extensions Unit scored 18.60% (8 respondents in absolute terms); Crops Department representing 23.26%, (10 respondents in absolute terms); Veterinary section representing 20.93% (9 respondents in absolute terms); The Policy Planning Monitoring and Evaluation Department (PPMED) and Women In Agriculture Department (WIAD) represented by 16.28% and 2.33% respectively, while Administration Unit and Others (comprising Accounts, Secretaries, etc) Units also represented with 6.98% and 11.63% respectively. Details provided in table 4.5 and figure 4.4 below.

Table 4.5: Staff Departmental Distribution

Department	Frequency	Percent
Extension	8	18.60%
Crop	10	23.26%
Veterinary	9	20.93%
PPMED	7	16.28%
WIAD	1	2.33%
Administration	3	6.98%
Others	5	11.63%
Total	**43**	**100.00%**

Source: Field Survey May, 2011

Figure 4.4: Staff Departmental Distribution



Source: Field Survey May, 2011

This research therefore indicated a fair representation of all relevant departments/units as far as the regular MOFA service is concerned.

4.7 Years with MOFA

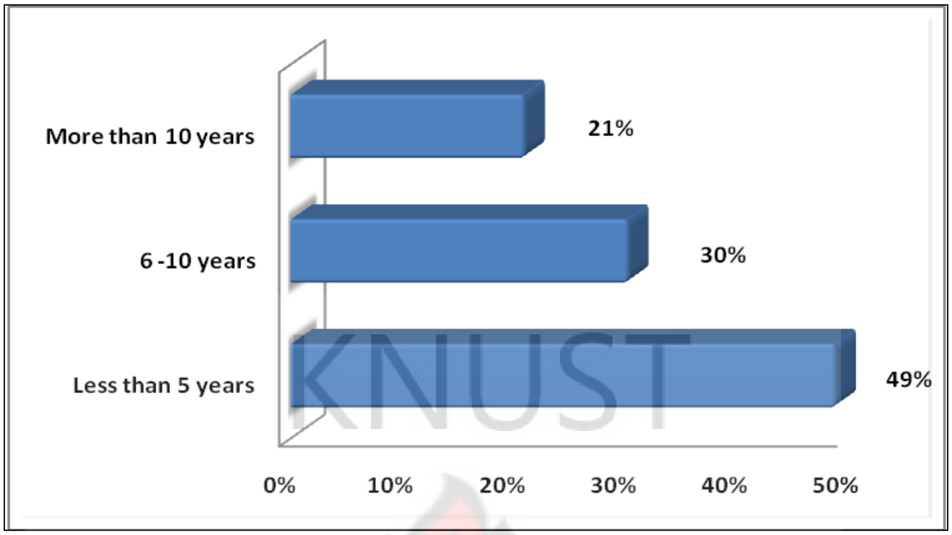
Table 4.6 and figure 4.6 depict ranges of years within which the staff respondents had been with the organization as employee. Out of the 43 staff respondents contacted 21 (49%) employees had worked with the company for Less than 5 years, which is the modal class of the study and 13 (30%) for 'between 6 - 10 years'. Another 9 of the staff respondents had also worked for MOFA for 'More than 10 years'.

Table 4.6: Years with MOFA

Years	Freq	Percent (%)
Less than 5 years	21	49%
6 -10 years	13	30%
More than 10 years	9	21%
Total	**43**	**100%**

Source: Field Survey May, 2011

Figure 4.5: Years with MOFA



Source: Field Survey May, 2011

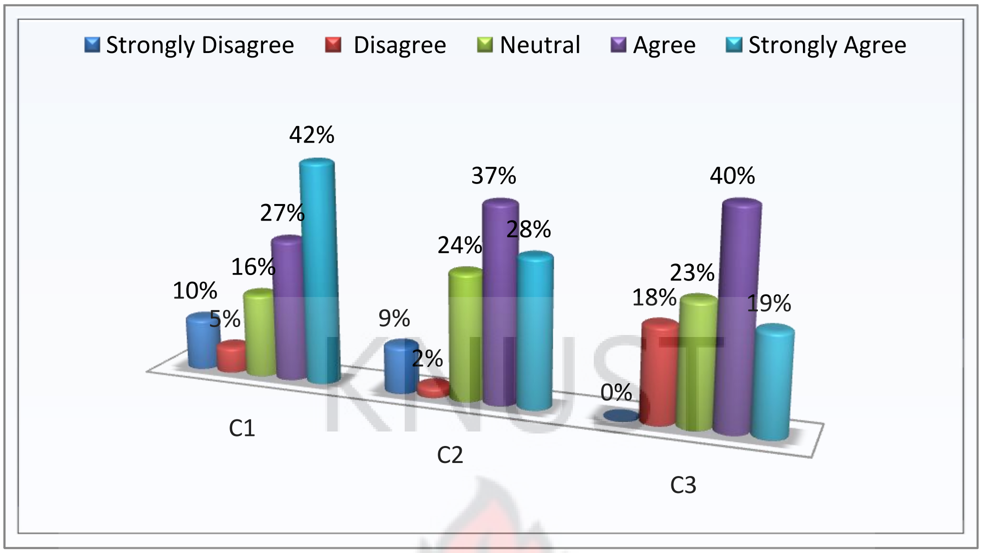
The distribution brings to the fore the issue that MOFA has a fair blend of more experienced and skilful elderly employees with quite knowledgeable youthful employees whose teamwork if well enhanced would increase productivity within MOFA in the Ashanti region.

4.8 General responses

4.8.1 Emphasis on market orientation

The study indicated that 'C1: MOFA vision stresses the importance of customer satisfaction', 69% collectively agree to the notion, 16% were undecided and 15% cumulatively disagree. The 'undecided' and 'disagree' collectively leaves much to be desired in spite of the high affirmation of the notion. The required steps need to be taken for the 31% unsatisfied respondents. 'C2: Competitive advantage is based on understanding customer needs' showed 28% strongly agree, 37% agree, 24% undecided, 2% disagree and 9% strongly disagree; thus over 63% are of the opinion that MOFA gains a competitive edge by virtue of understanding of the needs of customers.

Figure 4.6a: Emphasis On Market Orientation

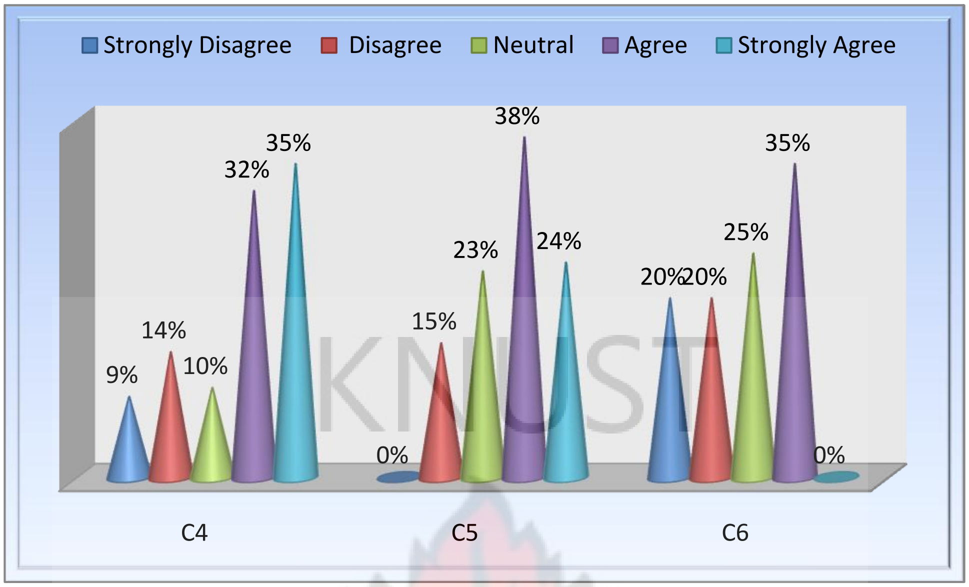


Source: Field Survey May, 2011

Besides, 'C3: Systematically and frequently measure customer satisfaction' as a measure of emphasis of market orientation, showed 23% neutrality, 18% disagree and cumulatively 59% agreeing to the stated notion; hence stressing the importance to MOFA ensuring a systematic and frequent customer satisfaction measure as demonstrated in Table 4.7 below and Figure 4.6a above.

As indicated in Figure 4.6b below, which is still concerned about the emphasis on marketing orientation, 'C4: Close attention is paid to after-agricultural extension (technology) service', collectively, 67% agreed with the notion while 23% were in disagreement, even though 10% were undecided.

Figure 4.6b: Emphasis On Market Orientation



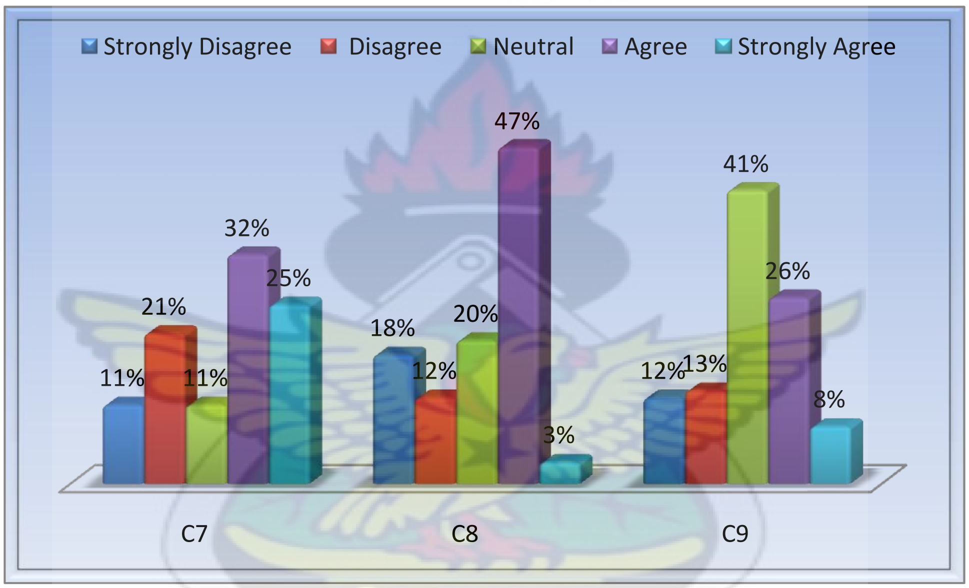
Source: Field Survey May, 2011

The study further revealed that the notion coded 'C5: Constantly seeking to increase benefits or reduce costs to customers' had 62% collectively agreeing, 15% dissenting and 23% undecided. However, the total response of dissenting and neutrality of 38% is a clear indication that a sizeable number of respondents have not benefited from any cost reduction in their dealings with MOFA, hence the need for the appropriate strategies are adopted to ensure customer benefits and needs are achieved.

Also, 'C6: Information is gathered to understand customer present and future needs' showed respondents collectively dissenting by 40%, while 35% assented and 25% remained neutral. In spite of the assenting majority to the notion, the researcher believes that the cumulative remaining 60% who did not agree with the assertion is so significant to go uncommented. MOFA needs to scavenge for the information required which would bring the requisite understanding of customer needs.

Nonetheless, Figure 4.6c demonstrates that ‘C7: Organization rewards employees who provide excellent customer service’, exhibited that 57% collectively agreeing, 11% neutral and 32% collectively disagreeing to the notion as coded C7. The result illustrates a split of cumulatively 57% assenting and substantial figure of 43% dissenting which is an indication that there is more room for improvement so far as the emphasis on market orientation is concerned, specifically, looking at MOFA providing award to deserving customer.

Figure 4.6c: Emphasis On Market Orientation



Source: Field Survey May, 2011

On the part of ‘C8: Use of customers as important sources of new product/services ideas’, the study depicted another split in the response by the 50 % assenting and the other 50% comprising (collectively 30% disagree and 20% neutral. This further brings to the fore the need for MOFA do more that it is doing now to use customers in the design of new products, taking cognizance of the current role that participatory product design is being embraced every serious business minded person. ‘C9: Share information about customer experiences across all departments’ had 34% cumulatively agreeing, while 26% disagree and as many as

41% being undecided. MOFA has not done too well in sharing customer information and experience among its various departments.

Code	Table 4.7 Emphasis on Market Orientation	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
C1	MOFA vision stresses the importance of customer satisfaction	10	10%	5	5%	16	16%	27	27%	42	42%
C2	Competitive advantage is based on understanding customer needs	9	9%	2	2%	24	24%	37	37%	28	28%
C3	Systematically and frequently measure customer satisfaction	0	0%	18	18%	23	23%	40	40%	19	19%
C4	Close attention is paid to after-agricultural extension (technology) service	9	9%	14	14%	10	10%	32	32%	35	35%
C5	Constantly seeking to increase benefits or reduce costs to customers	0	0%	15	15%	23	23%	38	38%	24	24%
C6	Information is gathered to understand customer present and future needs	20	20%	20	20%	25	25%	35	35%	0	0%
C7	Organization rewards employees who provide excellent customer service	11	11%	21	21%	11	11%	32	32%	25	25%
C8	Use of customers as important sources of new product ideas	18	18%	12	12%	20	20%	47	47%	3	3%
C9	Share information about customer experiences across all departments	12	12%	13	13%	41	41%	26	26%	8	8%

4.9 Responsiveness

4.9.1 Response design

The research is to ascertain the level of market orientation of MOFA in the area of customer responsiveness to needs and satisfaction, variables coded Ba, Bb, Bc, Bd and Be, were measured as illustrated in table 4.8 and figure 4.8Bb, figure 4.8Bc, figure 4.8Bd and figure 4.8Be below.

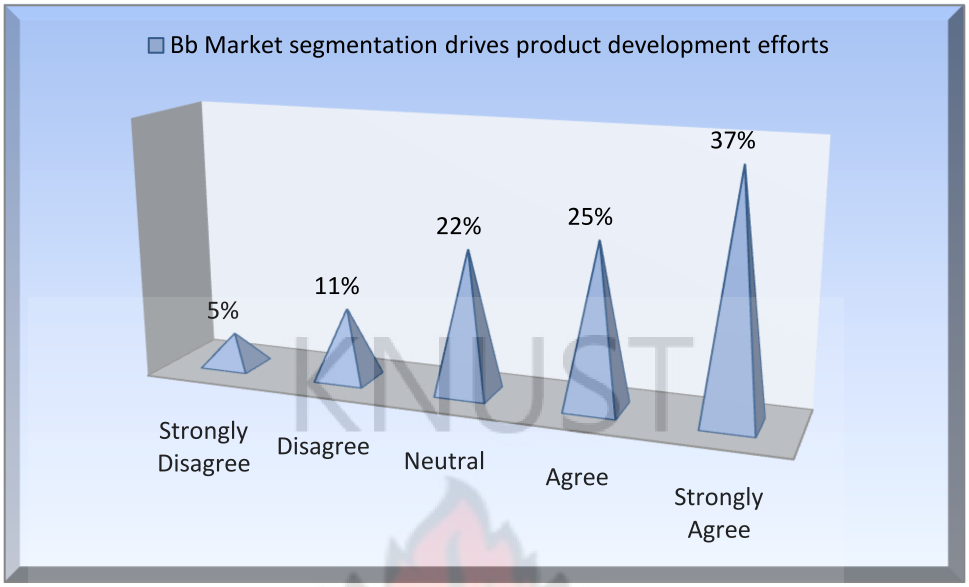
4.9.2 Competitor's price response period

The study investigated the period of response to the competitor's price and discovered that Ba which represented this variable had 18% strongly disagree, 21% disagree, 16% neutral, 18% agree and 27% strongly agree. Analyzing 'Ba: Takes longer period to respond to competitors' prices', the collective percentage point of 39% dissenting to the assertion brings some level of hope to marketing activities of MOFA while the 16% undecided and collective 45% who believed that MOFA takes longer period in responding to competitor's pricing further stresses the point that MOFA is under performing in the time lag in responding to competition in the industry.

4.10 Market segmentation as a driver to product/service development

The response as per the variable 'Bb: Principles of market segmentation, drives new product/service development efforts in MOFA', portrayed 62% assenting to the notion while 16% dissenting and the remaining, 22% neutral. It could easily be concluded that although MOFA seems to applying the principles of market segmentation to achieve new service development, those percentage points of dissent and neutrality should not go unnoticed. In simple terms more needs to be done in that area so as to fully maximize the market segmentation principles. Figure 4.7Bb provides details below.

Figure 4.7Bb: Market Segmentation As A Driver To Product /Service Development

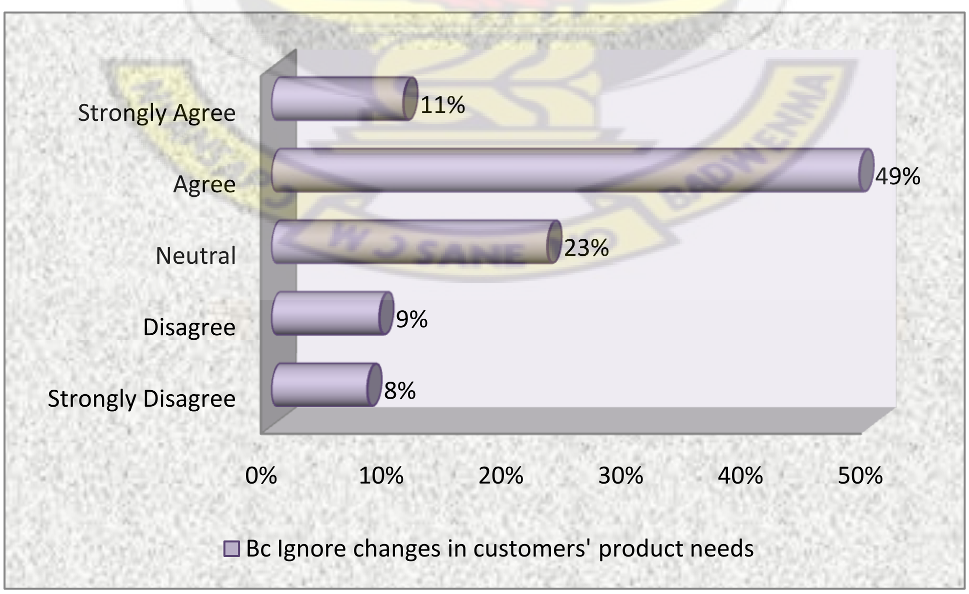


Source: Field Survey May, 2011

4.11 Ignore changes in customers' product/service needs

'Bc: Ignore changes in customers' product/service needs' depicted that 60% collectively agreed, 23% neutral and 17% disagreed to the notion.

Figure 4.7Bc: Ignore Changes In Customers' Product Needs



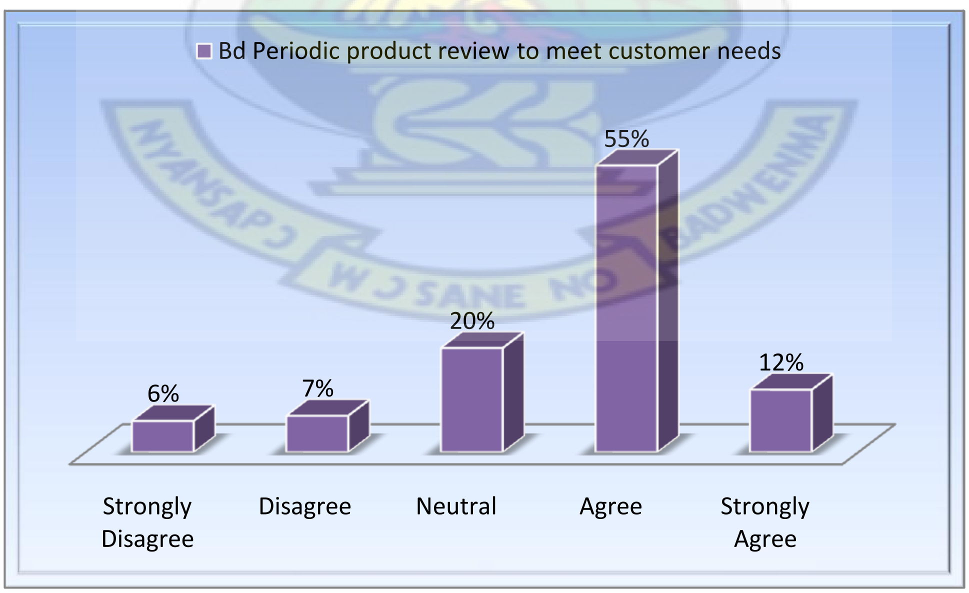
Source: Field Survey May, 2011

This stands to reason that MOFA's responsiveness in terms of customers' change in service needs is not encouraging at all and the authorities should endevour to be a liitle sensitive to the needs of customers. Figure 4.7Bc above represents the response of the study.

4.12 Periodic product/services review

The study scrutinized the periodic product/service review of service development efforts ensuring conformity to customers' wants and discovered that, Bd which represented this variable had 6% strongly disagree, 7% disagree, 20% neutral, 55% agree and 12% strongly agree. Analyzing 'Bd: Periodically review products development efforts to ensure conformity with customer needs', the collective percentage point of 13% dissenting and 67% affirming to the assertion brings much hope to the issue on the table 4.8 and figure 4.8Bd below.

Figure 4.7Bd: Periodic Product/Service Review



Source: Field Survey May, 2011

MOFA therefore needs to be encouraged to do more than it is doing currently so as to win over the 13% dissenting and the undecided 20%.

4.13 Technology as a driver to organizational plans

On the assertion codified 'Be: Organizational plans are driven more by technology advances than by market research', the study did not provide a clear cut view on the issue by the collective 52% assenting (31% strongly agree and 21% agree) and 48% (9% strongly disagree, 11% disagree and 28% neutral) unfavourable response, indicated a split, although, there was a marginal skew towards affirmation by about 4%.

By virtue of the findings it could be concluded that MOFA's organizational plans are driven by both technological advances and market research, with the former slightly on top of the latter.

Table 4.8: Response Design

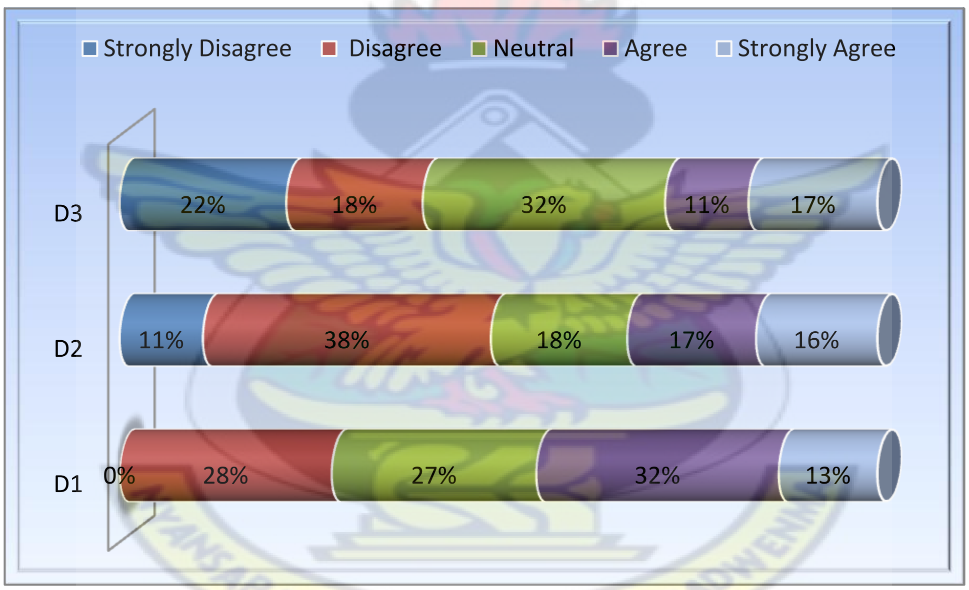
Code	Response Design	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
Ba	Takes longer period to respond to competitors' prices	18	18%	21	21%	16	16%	18	18%	27	27%
Bb	Market segmentation drives product development efforts	5	5%	11	11%	22	22%	25	25%	37	37%
Bc	Ignore changes in customers' product needs	8	8%	9	9%	23	23%	49	49%	11	11%
Bd	Periodic product review to meet customer needs	6	6%	7	7%	20	20%	55	55%	12	12%
Be	Organizational plans driven more by technology than market research	9	9%	11	11%	28	28%	21	21%	31	31%
Bf	Periodic plan to respond to environmental changes	6	6%	17	17%	29	29%	15	15%	33	33%
Bg	Sale of product line depend more on internal politics than real market needs	3	3%	11	11%	14	14%	40	40%	32	32%

Source: Field Survey May, 2011

4.14 Response implementation

As demonstrated by Figure 4.9a, the study revealed 'D1: Immediate response to intensive campaign of competitor' with 28% disagree, 27% neutral, 32%agree and 13% strongly agree; thus collectively, 45% maintained MOFA's rapid response readiness to intensive campaign of competitors, while 55% do not assent to the notion. MOFA by this revelation has to take steps to redeem its image in this matter by adopting strategies aimed at always being ahead of the competitor or simply put be the pace setter as it should be in the agricultural industry as public institution.

Figure 4.8a:Response Implementation



Source: Field Survey May, 2011

On the other hand, 'D2: Business activities well coordinated' showed a general unfavourable response to the assertion by the 11% strongly disagree, 38% disagree, 18% neutral, 17% agree and 16% strongly agree. Summarily, MOFA could be said to have been poorly coordinating its business activities. This is not surprising looking at the fact that MOFA is a public institution and for that matter low level of commitment from low-morale staff and other bureaucratic tendencies has always impeded the work of governments.

Table 4.9: Response Implementation

Code	Table 4.9 Response Implementation	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
D1	Immediate response to intensive campaign of competitor	0	0%	28	28%	27	27%	32	32%	13	13%
D2	Business activities well coordinated	11	11%	38	38%	18	18%	17	17%	16	16%
D3	Customer complaints falls on deaf ears	22	22%	18	18%	32	32%	11	11%	17	17%
D4	Inability to implement market plan timely	13	13%	29	29%	19	19%	19	19%	20	20%
D5	Quick to respond to significant changes in competitors' pricing structures	2	2%	21	21%	17	17%	26	26%	34	34%

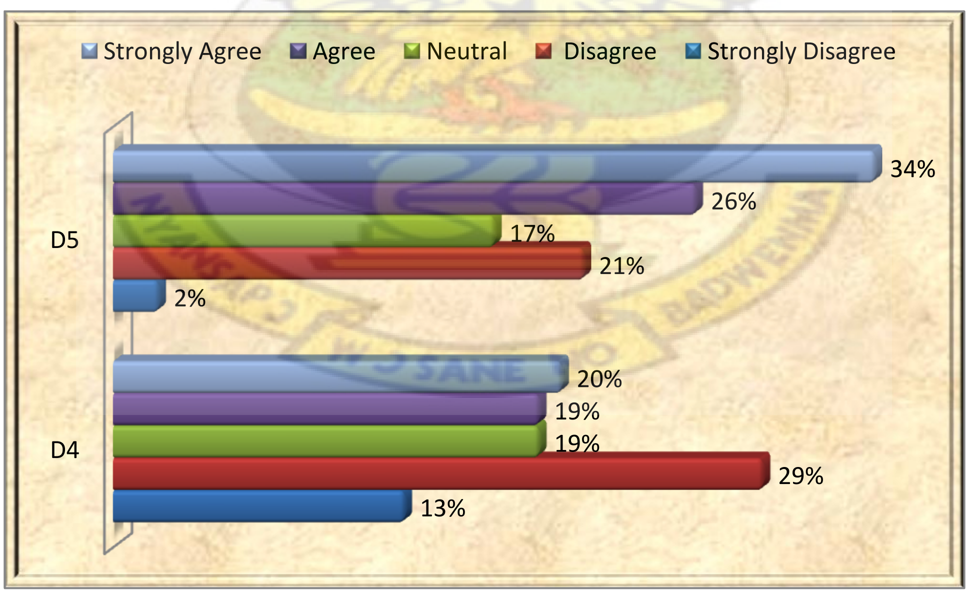
Source: Field Survey May, 2011

‘D3: Customer complaints fall on deaf ears’ verified and the findings were that 22% strongly disagree, 18% disagree, 32% neutral, 11% agree and 17% strongly agree. This study shows that collectively, 40% of the respondents are of the view that MOFA does well in terms of attending to complaints of customers while the remaining 60% thinks otherwise. It is therefore important for MOFA, Ashanti region to pay more attention to complaints of customers if market orientation is to work efficiently in the ministry.

D4: Inability to implement market plan timely.

The research portrayed a collective 42% dissent to the notion; in that the said percentage of the respodents maintained that MOFA is capable to implement its market plan timeously; albeit, the remaining 39% totally agree and 19% do not know what make out of the situation.

Figure 4.8b:Response Implementation



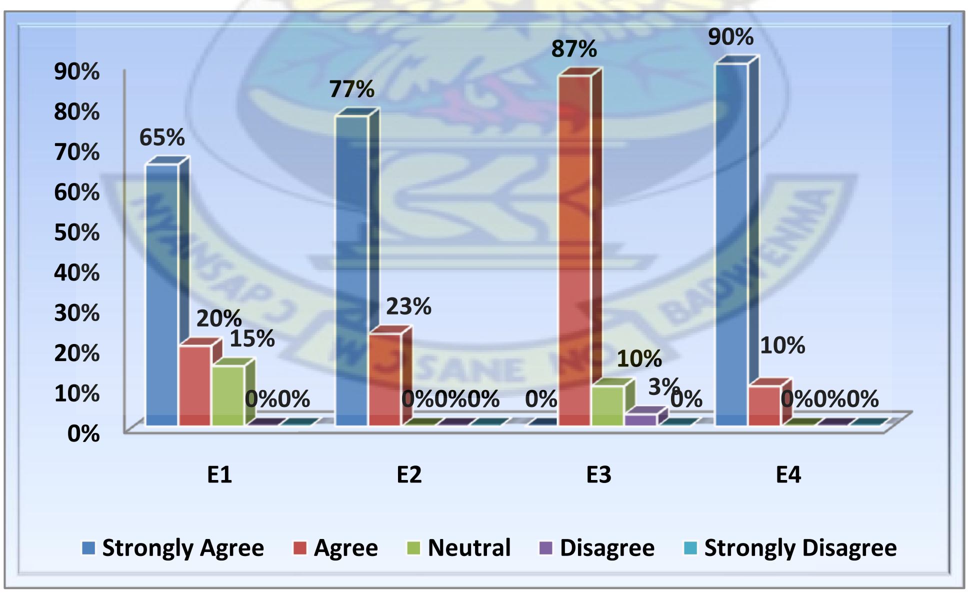
Source: Field Survey May, 2011

The research indicated that 'D5: Quick to respond to significant changes in competitors' pricing structures' collectively attained 60% affirming while 17% remained neutral and the other 23% cumulatively disagreed. Thus, MOFA could be concluded to be quick to respond to significant changes in competitors' pricing structure.

4.15 Director's emphasis on market orientation

In the assessment of the Director's emphasis on Market Orientation, the researcher verified the level of emphasis in relation to the Director's of MOFA using four separate variables, namely, 'E1: MOFA's survival depends on its adapting to market trend'; 'E2: Employees sensitive to competitors' activities'; 'E3: Gear up now to meet customers' future needs'; and E4: Customer service is most important thing to MOFA'.

Figure 4.9: Director's Emphasis



Source: Field Survey May, 2011

Table 4.10: Director’s Emphasis

Code	Director’s Emphasis	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree	Total
E1	MOFA's survival depends on its adapting to market trend	65%	20%	15%	0%	0%	100%
E2	Employees sensitive to competitors' activities.	77%	23%	0%	0%	0%	100%
E3	Gear up now to meet customers' future needs	0%	87%	10%	3%	0%	100%
E4	Customer service is most important thing to MOFA	90%	10%	0%	0%	0%	100%

Source: Field Survey May, 2011

The study revealed that an overwhelming affirmation of over 80% to all the variables, thus emphasizing that MOFA’s survival depends on its adapting to market trend; employees are sensitive to competitors’ activities; MOFA directors always gear up to meet customers’ future needs; and customer service is most important thing to MOFA. Figure 4.10 and table 4.10 provides details above.

4.16 Suppliers

The study depicted that MOFA's suppliers understands its needs, they also provide reliable information about their products; and they always bring the attention of MOFA details of products supplied. This conclusion was arrived at by the 69%, 56% and 70%, collective assenting to F1, F2 and F3 respectively. Table 4.11 provide details below. However, 'F4: Work closely with MOFA to solve problems related to products supplied'; 'F5: Suppliers pay attention to pre-sales services'; 'F6: Suppliers pay attention to after sales services' and 'F7: Departments work to serve needs' indicated that generally suppliers of MOFA did not do too well by the over 55% disagree on the average.

Table 4.11: Suppliers

Code	Suppliers	Strongly Disagree		Disagree		Neutral		Agree		Strongly Agree	
		Freq.	%	Freq.	%	Freq.	%	Freq.	%	Freq.	%
F1	Suppliers understand the needs of MOFA	29	29%	40	40%	13	13%	0	0%	18	18%
F2	Suppliers provide reliable information about their products	14	14%	42	42%	26	26%	16	16%	2	2%
F3	Suppliers bring new products immediately to the attention of MOFA	19	19%	51	51%	17	17%	6	6%	7	7%
F4	Work closely with MOFA to solve problems related to products supplied	8	8%	47	47%	18	18%	15	15%	12	12%
F5	Suppliers pay attention to pre-sales services	13	13%	48	48%	13	13%	15	15%	11	11%
F6	Suppliers pay attention to after sales services	22	22%	41	41%	10	10%	15	15%	12	12%
F7	Departments work to serve needs	16	16%	62	62%	15	15%	3	3%	4	4%

Source: Field Survey May, 2011

4.17 Challenges

The study brought to the fore the major challenges facing MOFA in terms of market orientation, and are thus enlisted as below.

Many farmers do not contact MOFA for advice in their day to day activities, rather rely on their own understanding, thus leading to low productivity and low quality of produce, poor communication between management and subordinates, price determination has always been in the hands of the suppliers, MOFA does not provide market for farming produces, especially inputs which are most of the time are costly and beyond the farmers' purchasing power; also the inputs are not properly stored as recommended, inadequate training to both farmers and staff of MOFA, poor transportation of livestock and farm produce, thus, leaving everything in the hands of middlemen who abnormally makes profit due to the exorbitant prices they always charge and low information sharing among MOFA departments.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

In view of the inaccurate, bureaucratic and unprofessional planning on the part of the managements of most of the public institutions in Ghana, market concepts (orientations) and communications do not attain its intended impact. Furthermore, in the course of converting government policy to market orientation, public institutions face three major hurdles: organized resistance, slow learning, and the fast forgetting by heads of government departments. Some government departments believe a stronger marketing function threatens their power in the organization. There is the need for public institutions to adopt strategies that differentiates its products and services from competitors', hence the need to enable the public institutions increase their market share, profitability, customer retention and loyalty through various market orientations.

In order to evaluate the market orientation practices in the Ministry of Food and Agriculture (MOFA), by setting specific objectives as in: i) To identify the market orientation strategies that can be adopted by public institutions in gaining competitive advantage; 2) To find out how these strategies will help improve the public institutions performance in terms of services, meeting needs of customers, market share and profit margins; 3) To identify the problem militating against the attainment of effective market strategies in the Ministry of Food and Agriculture (MOFA).

Adopting the purposive random sampling technique, a sample size of hundred (100), comprising forty-three (43) staff, twenty (20) client/farmers, thirty-one (31) suppliers and six

(6) Others of the target population in the Adansi South, Amansie Central, Bosome Freho, Obuasi Municipality, and Amansie East, (AABOA) responded to the administered questionnaire.

5.2 Summary of findings

5.2.1 Demographic representation

A gender ratio of 1:0.8 with regard to male and female distribution respectively with the male slightly dominant over the female, indicating enough evidence of gender balance among all the various categories; hence, implying that both men and women were fairly represented. Respondents are within the range of 20 to 55 years; with the respondents belong to the 'Below 30 years' group being the modal class of the distribution.

In terms of educational background of respondents 2% respondents, specifically, two (2) clients/farmers were illiterates; 34 respondents (representing 34%); comprising 17 staff, 11 client/farmer, 5 suppliers and 1 'others' had Agricultural College certificates as the highest attained educational level which is also the modal class. 21 (49%) employees had worked with the company for Less than 5 years, which is the modal class of the study and 13 (30%) for 'between 6 - 10 years'; another 9 of the staff respondents had also worked for MOFA for 'More than 10 years'

5.2.2 Emphasis of market orientation

Emphasis of market orientation of MOFA has not been as strong as expected; especially C6: Information is gathered to understand customer present and future needs; C7: Organization rewards employees who provide excellent customer service; C8: Use of customers as important sources of new product ideas; and C9: Share information about customer experiences across all departments.

5.2.3 Responsiveness

The study further showed that MOFA takes longer period in responding to competitor's pricing, further stressing the point that MOFA is under performing in the time lag in responding to competition in the industry.

5.2.4 Segmentation

The Principles of market segmentation drives new product development efforts in MOFA', as portrayed by 62% assenting to the notion while 16% dissenting and the remaining, 22% neutral.

5.2.5 Periodic review of products/services

Periodic review of products/services development efforts to ensure conformity with customer needs', received the collective percentage point of 13% dissenting and 67% affirming to the assertion brings much hope to the issue on the table 4.8.

MOFA therefore needs to be encouraged to do more than it is doing currently so as to win over the 13% dissenting and the undecided 20%.

5.2.6 Organizational plans

Organizational plans are driven more by technology advances than by market research' the collective 52% assenting and 48% unfavourable response, indicated a split, albeit, there was a marginal skew towards affirmation by about 4%. MOFA's rapid response readiness to intensive campaign of competitors is not encouraging. MOFA by this revelation has to take steps to redeem its image in this matter by adopting strategies aimed at always being ahead of the competitor or be the pace setter as it should be in the Agricultural industry as public institution. ‘D2: Business activities well coordinated’ showed a general unfavourable response to the assertion by the 11% strongly disagree, 38% disagree, 18% neutral, 17% agree and 16% strongly agree. This study shows that collectively, 40% of the respondents are of the view that MOFA does well in terms of attending to complaints of customers while the remaining 60% thinks otherwise. It is therefore important for MOFA, Ashanti, to pay attention to complaints of customers if market orientation is to work efficiently in the ministry. The research portrayed that MOFA is capable to implement its market plan timeously; albeit, the remaining 39% totally agree and 19% do not know what make out of the situation.

The research indicated that, ‘D5: Quick to respond to significant changes in competitors' pricing structures’ collectively attained 60% affirming while 17% remained neutral and the other 23% cumulatively disagreed. Thus, MOFA could be concluded to be quick to respond to significant changes in competitors’ pricing structure.

5.2.7 Directors emphasis

The study revealed that an overwhelming affirmation of over 80% to all the variables pertaining to Director’s emphasis, thus emphasizing that MOFA’s survival depends on its adapting to market trend; employees are sensitive to competitors’ activities; MOFA directors always gear up to meet customers’ future needs; and customer service is most important thing to MOFA.

5.2.8 Supplies

The study depicted that MOFA’s suppliers understands its needs, they also provide reliable information about their products; and they always bring the attention of MOFA details of products supplied. However, ‘F4: Work closely with MOFA to solve problems related to products supplied'; 'F5: Suppliers pay attention to pre-sales services'; 'F6: Suppliers pay attention to after sales services' and 'F7: Departments work to serve needs' indicated that generally suppliers of MOFA did not do too well by the over 55% disagree on the average.

The challenges facing MOFA in terms of market orientation are, many farmers do not contact MOFA for advice in their day to day activities and rather rely on their own understanding that leads to low productivity and low quality of product, poor communication between management and subordinates, price determination has always been in the hands of the suppliers, MOFA does not provide market for farming produces, especially inputs which are most of the time are costly and beyond the farmers' purchasing power, also the inputs are not properly stored as recommended. Furthermore, inadequate training to both farmers and staff of MOFA, poor transportation of livestock and farm produce, thus, leaving everything in the hands of middlemen who abnormally makes profit due to the exorbitant prices they always charge and low information sharing among MOFA departments.

5.3 Conclusion

The research revealed that there is an indication of enough evidence of gender balance among all the various categories; hence, implying that both men and women were fairly represented. The study signifies that MOFA's client/farmer group generally, had a good number of young and energetic farmers which is a good indication that the youth are gradually showing interest in Agriculture. In terms of competence and educational background respondents are well placed and have full knowledge, skill and competence on the subject matter on the table as far as the market orientation of MOFA is concerned.

The ‘Emphasis of market orientation’ of MOFA has not been as strong as expected. MOFA’s responsiveness in terms of customers’ change in products/services needs is not encouraging and the authorities should endevour to be a liitle sensitive to the needs of customers. MOFA’s organizational plans are driven by both technological advances and market research, with the former slightly on top of the latter. MOFA could be said to have been poorly coordinating its business activities due to the fact that MOFA is a public institution and for that matter low level of commitment from low-morale staff and other bureaucratic tendencies has always impeded the work of governments.

This study shows that collectively, 40% of the respondents are of the view that MOFA does well in terms of attending to complaints of customers while the remaining 60% thinks otherwise. It is therefore important for MOFA, Ashanti to pay attention to complaints of customers if market orientation is to work efficiently in the ministry. The research indicated that ‘D5: Quick to respond to significant changes in competitors' pricing structures’ collectively attained 60% affirming while 17% remained neutral and the other 23% cumulatively disagreed; thus, MOFA could be concluded to be quick to respond to significant changes in competitors’ pricing structure.

5.4 Recommendations

In view of the findings of the research the following are recommended:

5.4.1 Emphasis on Market Orientation

MOFA’s rapid response readiness to intensive campaign of competitors is not encouraging. MOFA by this revelation has to take steps to redeem its image in this matter by adopting strategies aimed at always being ahead of the competitor or simply put be the pace setter as it should be in the Agricultural industry as public institution.

5.4.2 Responsiveness

MOFA should develop both internal and external good relationship with its employees and customers and better understanding of their needs for increase in productivity and attain customer satisfaction culmination into retention and loyalty.

In view of the collective, 40% of the respondents are of the view that MOFA does well in terms of attending to complaints of customers while the remaining 60% thinks otherwise; it is recommended that MOFA, Ashanti region to pay rapt attention to complaints of customers if market orientation is to work efficiently in the ministry

The research indicated that 'D5: Quick to respond to significant changes in competitors' pricing structures' collectively attained 60% affirming while 17% remained neutral and the other 23% cumulatively disagreed. Thus, MOFA could be concluded to be quick to respond to significant changes in competitors' pricing structure.

These recommendations, the researcher strongly believe if adhered to, will help MOFA to stay in competition and become one of the best in customer retention and loyalty in the country and their policies should be subjected to constant review.

5.5 Areas of further research

The study is a case study of one particular ministry (MOFA), however, every aspect of market orientation could not be studied, let alone taking some of the core variables of market and subjecting them to a more analytical study to determine the extent to which they can withstand competition using quantitative methods. As a result this make more appropriate to subject some of the variables such as profit and needs of the farmers, market share to determine the exact effect of the completion on them etc. A further study can thus be done in this regard.

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APPENDICES. APPENDIX A

A Table 1: Share of Agriculture in Gross Domestic Product: 2000-2008

Year	Sector (%)			
	Agriculture	Industry	Services	Other (Net Indirect Taxes)
2000	39.6	27.8	32.7	**
2001	39.6	27.4	33.0	**
2002	39.8	27.4	33.0	**
2003	38.8	24.9	29.8	6.5
2004	40.3	24.7	29.9	5.1
2005	39.5	25.1	30.0	5.4
2006	39.3	25.9	30.0	4.8
2007	38.0	25.7	31.2	501
2008	33.6	25.9	31.8	8.7
Average Sectoral Shares in GDP (2000-2008)	**38.7**	**26.1**	**3103**	**5.9**

Source: MOFA (METASIP), 2010

A Table 2: Production of Industrial Crops (Mt)

Year	Cocoa (1)	Sheanut (1)	Seed Cotton (2)	Oil Palm (3)	Rubber (4)	Coconut (5)
2000	436,534	30,771	35,503	1,066,426	11,081	300,000
2001	389,591	19,882	17,506	1,586,500	9,784	300,000
2002	340,562	27,160	22,851	1,612,700	10,240	300,000
2003	496,846	105,000	16,822	1,640,100	10,924	300,000
2004	736,975	n.a.	20,155	1,686,800	12,347	316,000
2005	599,318	30,000	21,000	1,712,600	13,619	316,000
2006	740,458	n.a.	n.a.	1,737,900	14,196	320,000
2007	614,532	n.a.	n.a.	1,684,500	n.a.	n.a.
2008	680,800	n.a.	n.a.	1,219,260	n.a.	n.a.

Source: MOFA (METASIP), 2010

A Table 3: Area and production of selected horticultural crops in Ghana: 2008

Crop	Cropped Area (Ha)	Estimated Production (Mt)	Crop Yield (Mt/Ha)
Tomato	16,130	284,000	17.6
Pepper	9,570	134,000	14.0
Okra	2,330	46,600	20.0
Garden Eggs	3,870	38,700	10.0
Shallots	4,900	39,300	8.0
Citrus	15,700	550,000	35.0
Mango	6,360	70,000	11.0
Pineapple	8,000	400,000	50.0
Pawpaw	880	40,000	45.0

Source: MOFA (METASIP), 2010

A Table 4: Domestic Meat Production: 2003-2008

	Domestic Meat Production, Mt						
Livestock/year	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**%by type**
Cattle/Beef	18,486	18,686	18,874	19,140	19,346	19,553	21.7
Sheep/Mutton	13,568	14,004	14,450	14,913	15,390	15,831	16.7
Goats/Chevon	13,884	15,308	15,300	15,588	16,364	17,180	17.8
Pigs/Pork	10,181	9,979	9,744	16,027	16,498	17,002	15.1
Poultry/Chicken	21,116	22,982	22,709	27,224	29,630	32,249	29.6
Total	**77,235**	**80,959**	**76,582**	**92,893**	**97,229**	**101,895**	**100.0**

Source: MOFA (METASIP), 2010

A Table 5: Meat Imports into Ghana: 2003-2008, Mt

	2003	2004	2005	2006	2007	2008
Cattle/Beef	1,112	2,587	6,332	10,586	16,250	13,135
Sheep/Mutton	2,122	2,053	3,640	4,839	6,887	5,961
Goats/Chevon	NA	NA	NA	NA	NA	NA
Pigs/Pork	9,882	7,756	10,287	13291	10,552	5,487
Poultry/chicken	32,939	39,089	40,591	44,758	63,276	89,889
Total	46,055	51,485	60,850	73,474	96,965	114,472

Source: MOFA (METASIP), 2010

A Table 6: Annual Fish Production by Source, Mt

	2002	**2003**	**2004**	**2005**	**2006**	**2007**	**2008**	**Total (2002-08)**	**%**
Marine	290,000	331,412	352,405	322,790	323,619	290,706	343,962	2,254,894	79.5
Inland	88,000	75,450	79,000	82,654	83,168	84,757	87,096	580,125	20.5
Total	378,000	406,862	431,405	405,444	406,787	375,463	431,058	2,835,019	100.0

Source: MOFA (METASIP), 2010

A Table 7: Levels of Post-harvest Losses and Reduction Targets

Crop	**Current level of post – harvest losses (in %)**	**Targets by 2015 (in %)**	**Percentage reduction from baseline**
Maize	35.1	25.0	30.0
Cassava	34.6	20.0	40.0
Yam	24.4	12.0	50.0
Rice	6.9	4.0	35.0

Source: MOFA (METASIP), 2010

A Table 8: Domestic Food Supply and Demand of Key Staples (2006 – 2008), 000'Mt

Community	Total Domestic Production			Production Available for Human Consumption 1			Estimated National Consumption 2			Deficit/Surplus		
	2006	**2007**	**2008**	**2006**	**2007**	**2008**	**2006**	**2007**	**2008**	**2006**	**2007**	**2008**
Maize	1,189	1,219.6	1,207.0	832.0	854.0	905.9	939.0	998.6	1,024.5	-107.0	144.9	-118.6
Rice (milled)	250.0	185.3	124.0	120.0	148.0	107.9	320.5	344.3	561.4	-200.5	-196.0	-453.5
Millet	165.0	113.0	119.0	115.5	79.0	103.5	199.0	145.9	23.4	-83.4	-66.8	80.1
Sorghum	315.0	154.8	163.0	220.5	108.0	141.8	327.1	230.3	11.7	-106.6	-121.9	130.1
Cassava	9,638.0	10,217.9	10,321.0	6,746.6	7,153.0	7,224.7	3,346.0	3,486.1	3,576.3	3,400.6	3,666.4	3,648.4
Yam	4,288.0	4,376.0	4,490.0	3,430.4	3,501.0	3,592.0	934.8	955.3	980.0	2,495.6	2,545.5	2,612.0
Plantain	2,900.0	3,233.7	3,330.0	2,465.0	2,749.0	2,830.5	1,856.4	1,933.4	1,983.5	608.6	815.2	847.0
Cocoyam	1,660.0	1,609.1	1,746.0	1,328.0	1,352.0	1,658.7	1,237.6	1,301.9	1,335.6	90.4	50.2	323.1
Groundnut	520.0	301.8	314.0	442.0	257.0	282.6	265.2	273.6	280.7	176.8	-17.1	1.9
Cowpea	167.0	119.0	127.0	141.9	101.0	108.0	110.5	114.0	117.0	31.5	-12.9	-9.0
Soybean	52.0	52.8	N/A	44.2	45.0	N/A	15.5	79.8	N/A	28.7	-34.9	N/A
Total	21,144.0	21,583.0	21,941.0	15,886.1	16,347.0	16,955.6	9,551.6	9,863.2	9,894.1	6,334.7 6,482.8		7,061.5

Source: MOFA (METASIP), 2010

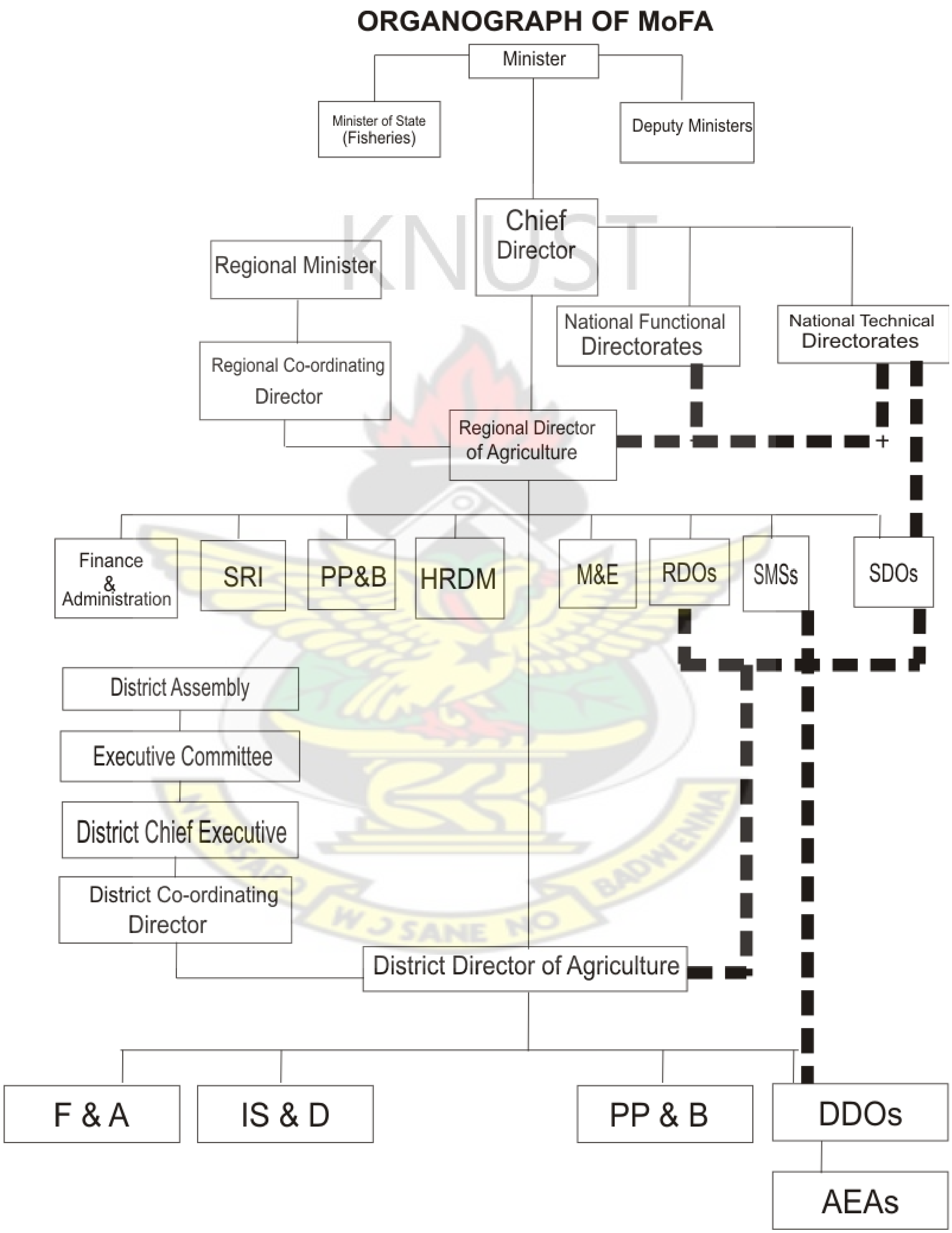
A Table 9: Average Yields of Selected Food Crop and Comparison with Achievable Yields, Mt/Ha

Crop	Yield							Average Yield (2002-2008) (A)	Achievable Yield (B)	% of Achievable (A/B x 100)
	2002	2003	2004	2005	2006	2007	2008			
Roots and tubers										
Cassava	12.3	12.7	12.4	12.8	12.2	12.8	13.5	12.7	28.0	45.3
Cocoyam	6.6	6.5	6.4	6.6	6.4	6.6	6.7	6.5	8.0	81.8
Yam	13.0	11.9	12.5	13.0	13.2	13.5	14.1	13.0	20.0	63.5
Sweet potato					8.0	8.1	8.1	8.0	18.0	45.2
Plantain	8.3	8.1	8.5	9.6	9.7	10.6	10.7	9.7	10.0	93.6
Cereals Maize	1.5	1.6	1.6	1.6	1.5	1.5	1.7	1.6	2.5	62.9
Millet	1.1	0.9	0.8	1.0	0.8	0.7	1.1	0.9	1.5	61.0
Sorghum	0.8	1.0	1.0	1.0	1.0	0.7	1.2	0.9	1.5	63.8
Rice (Paddy)	2.3	2.0	2.0	1.9	2.0	1.7	2.3	2.0	3.5	58.0
Legumes Cowpeas	n.a.	n.a.	n.a.	n.a.	0.8	0.9	1.1	0.9	1.25	74.7
Soybean	n.a.	n.a.	n.a.	n.a.	0.8	1.1	1.2	1.0	1.0	103.3
Groundnut	n.a.	n.a.	n.a.	n.a.	0.9	0.9	1.3	1.0	1.0	103.3
Others Pawpaw	n.a.	n.a.	n.a.	n.a.	25.0	25.0	25.0	26.0	40.0	62.5
Pineapple	n.a.	n.a.	n.a.	n.a.	60.0	60.0	60.0	65.0	100.0	60.0
Tomato (Rainfed)	n.a.	n.a.	n.a.	n.a.	25.0	25.0	25.0	25.0	35.0	71.4
Tomato (Irrigated)	n.a.	n.a.	n.a.	n.a.	30.0	30.0	30.0	30.0	65.0	46.2
Garden eggs	n.a.	n.a.	n.a.	n.a.	8.0	8.0	8.0	8.0	15.0	53.3
Pepper	n.a.	n.a.	n.a.	n.a.	6.5	12.1	12.4	10.3	15.0	68.9

Source: MOFA (METASIP), 2010

APPENDIX B

MINISTRY OF FOOD AND AGRICULTURE ORGANOGRAPH



APPENDIX C.

QUESTIONNAIRE

KWAME NKRUMAH UNIVERSITY OF SCIENCE AND TECHNOLOGY (KNUST)

QUESTIONNAIRE ON MARKET ORIENTATION.

(The questionnaire was adopted from Marketing Faculty at the school of Administration, University of Ghana, and modified by Stephenson Awuku Nanegbe.)

Indicated by marking an **{×}** on the appropriate number.

Legend. 1. Strongly disagree.

2. Disagree.
3. Neutral.
4. Agree.
5. Strongly agree.

TOPIC.

MARKET ORIENTATION OF PUBLIC INSTITUTION

(A CASE STUDY OF MINISTRY OF FOOD AND AGRICULTURE. (MOFA). ASHANTI REGION)

The questionnaire is anonymous and there are no right or wrong answers. It is important to answer all the questions. We thank you very much for your cooperation.

The following questions refer to your opinion about the situation of the organisation or division or community where you work.

1.Your sex: ( ) Male ( )Female

2.Your approximate age:
( ) Below 30 years
( ) Between 30 and 39 years
( ) Between 40 and 49 years
( ) 50 years and above

3.Educational background;
( ) Non-formal
( ) JHS
( ) Middle school
( ) Second cycle. Specify ....
( ) Tertiary. Specify ....

4. Please, indicate your status with MOFA. ( ) Staff
( ) Client or Farmer
( ) Supplier
( ) Others. Specified; ....

MOFA Emphasis on Market Orientation (5-15)

	Strongly Disagree				Strongly Agree
5.MOFA vision stresses the importance of customer (Farmer) satisfaction.	1	2	3	4	5
6.We base our competitive advantage on understanding customer needs.	1	2	3	4	5
7.We systematically and frequently measure customer satisfaction.	1	2	3	4	5
8.We pay close attention to after-agricultural extension (technology) service.	1	2	3	4	5
9.We constantly seek to increase benefits or reduce costs to the customers.	1	2	3	4	5
10.We gather information to understand customer present and future needs.	1	2	3	4	5
11.The organisation rewards those employees who provide excellent customer service	1	2	3	4	5
12.We use our customers as important sources of new product ideas.	1	2	3	4	5
13.We share information about our customer experiences across all departments.	1	2	3	4	5
14.Departments in this MOFA share their resources.	1	2	3	4	5
15.Our departments cooperate to give us advantages over our competitors.	1	2	3	4	5

MOFA Responsiveness 16-20

Response Design.

16. It takes us forever to decide how to respond to our competitors' price changes. (technology changes)	1	2	3	4	5
17.Principles of market segmentation drive new product development efforts in MOFA.	1	2	3	4	5
18.For one reason or another we tend to ignore changes in our customers' product or service needs.	1	2	3	4	5
19.We periodically review our product development efforts to ensure that they are in line with what customers want.	1	2	3	4	5
20.Our organisational plans are driven more by technological advances than by market research.	1	2	3	4	5

Response Implementation (21-34)

	Strongly Disagree				Strongly Agree
21.If a major competitor were to launch an intensive campaign targeted at our customers, we would implement a response immediately.	1	2	3	4	5
22.The activities of the different departments in this business unit are well coordinated.	1	2	3	4	5
23.Customer complaints fall on deaf ears in this unit.	1	2	3	4	5
24.Even if we came up with a great marketing plan, we probably would not be able to implement it in a timely fashion.	1	2	3	4	5
25.We are quick to respond to significant changes in our competitors' pricing structures.	1	2	3	4	5

Top managers (Directors) Emphasis on Market Orientation (26-29)

26.Top managers repeatedly tell employees that this organizational unit's survival depends on its adapting to market trends.	1	2	3	4	5
27.Top managers often tell employees to be sensitive to the activities of our competitors.	1	2	3	4	5
28.Top managers keep telling people around here that they must gear up now to meet customers' future needs.	1	2	3	4	5
29.According to top managers here serving customers is the most important thing our organizational unit does.	1	2	3	4	5

The following statement refer to your opinion about the behaviour of companies/organization from whom you buy your raw materials, inputs and supplies on regular basis.

Market Orientation of Suppliers (30-36)

	Strongly Disagree				Strongly Agree
30. Companies which sell (agric input) to us understand our needs.	1	2	3	4	5
31.They always provide us with reliable information about their product(s)	1	2	3	4	5
32.They bring new products immediately to our attention	1	2	3	4	5
33.They work closely with our staff to solve problems related to products they supply us.	1	2	3	4	5
34.They pay close attention to pre-sales services.	1	2	3	4	5

35.They pay close attention to after-sales services. 1 2 3 4 5

36.All their departments work closely together to serve our needs. 1 2 3 4 5

FOR MOFA STAFF (37-39)

37.Please indicate your position within the company. ___________________________________

38.Please indicate the department to which you belong___________________________________

39.Please indicate how long you have been with this company __________Years

CHALLENGES AND SUGGESTIONS

What are the challenges of market orientation of Ministry of Food and Agriculture. (MOFA)

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....

What suggestion would you give to improve market orientation of Ministry of Food and Agriculture. (MOFA)

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Please feel free to provide any additional comments that you feel to be relevant.

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