

## Marketing Strategies on Increasing Revenue for Seed Companies in Tanzania: A Case of Ukerewe Seed Company, Singida Region

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### Abstract

*Seed Companies is very important in agriculture activities and hence can boost the economic growth of the nation. The aim of this study is to assess the marketing strategies on increasing Revenue for seed companies in Tanzania. The strategies which employed to the business case study are advertising strategy, personal selling strategy and personal relations strategy. This study opted case study research design purposefully was choosing Ukerewe seed company from Singida Region as area of study. This study included marketing managers, sales representatives, and other relevant stakeholders as respondents. The business case study results revealed that effective advertising, personal selling and personal relations can stimulate promotion and hence can increase market share for seed companies. The business study concluded that better advertising, personal selling and personal relations strategies increase the sales for seed companies. The study recommended that the effective promotion policy and establishment strategy plans in every year can influence the sales of seeds from seed companies.*

**Key Words:** Marketing Strategies, Revenue, Seed Companies, Tanzania

### 1. Introduction

The seed industry operates in a dynamic and challenging environment characterized by technological advancements, globalization, and shifting consumer preferences (Rajendran *et al.* , 2021). As seed companies strive to gain a larger market share, effective marketing strategies become pivotal in creating brand differentiation and attracting customers. In addition, to that Promotion strategy generally comprises organization behaviors and operational decisions made concerning the product, price, place, and promotion and drives the performance of business activities in the distribution of goods and services from the producers to consumers (Seimu, 2021). The seed company customer requires a good price for products and a personal relationship with the company for better growth and development (Seimu, 2021).

Also, as promotion function today is facing unprecedented challenges resulting from the level of competition being experienced in Tanzania where the old traditional media channels used to market products and services and the process to persuade customers are losing their momentum and effectiveness due to changing customer needs and wants (Rajendran *et al.* ,2021). To reach pessimistic customers and have a genuine engagement with seed companies will need to understand and harness

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promotion strategies such as social networking, advertisements, mobile marketing, and the use of gender options in the marketing of company seeds. On top of that, in the highly competitive seed industry, where companies vie for market dominance, understanding successful promotion strategies becomes imperative. The importance of aligning marketing efforts with technological capabilities and supply chain agility (Rugeiyamu *et al.*, 2021).

The present day business environment is characterized by increased competition emanating from both local and multinational seed companies competing for the same customers in the same market segments. The emergence of more demanding informed choices of customers and great technological advances has resulted in a complex market in the retail business. In this complex market environment, the marketing strategy of the company could improve the performance of the organization. Ukerewe Seed Company, despite its strong presence and reputation in the seed industry, is facing a significant challenge in expanding its market share in the highly competitive market. Marketing strategies arise unexpectedly in most businesses, altering performance (Hossain and As-Saber, 2024).

To keep strategic and focused, marketing control may assist lessen the effect by altering marketing objectives, creating performance standards, reviewing actual performance, and taking remedial action. Because of the level of competition in Tanzania, the marketing function is presently encountering unprecedented issues. To stimulate a demand for quality seed and improved varieties for various crops, seed companies are required to invest in seed marketing and promotion to educate potential farmer clients and create market demand. The Ukerewe seed company employs a promotional approach to promote their products, utilizing multiple media to elicit attention, interest, desire, and action, while focusing on customer needs and avoiding more complicated tactics. Despite employing various promotion mix strategies, the company has observed a stagnant or slow growth rate in terms of market share. This raises the critical question of whether the existing promotion mix components and strategies are effectively contributing to market share growth or if there are areas that require improvement (Jalantina and Minarsih, 2024).

The effectiveness of promotion mix strategies plays a crucial role in driving market share growth for firms. In the case of Ukerewe Seed Company, despite its established position in the seed industry, the company is experiencing challenges in achieving substantial market share growth, indicating the need to evaluate the effectiveness of its current promotion mix strategies.

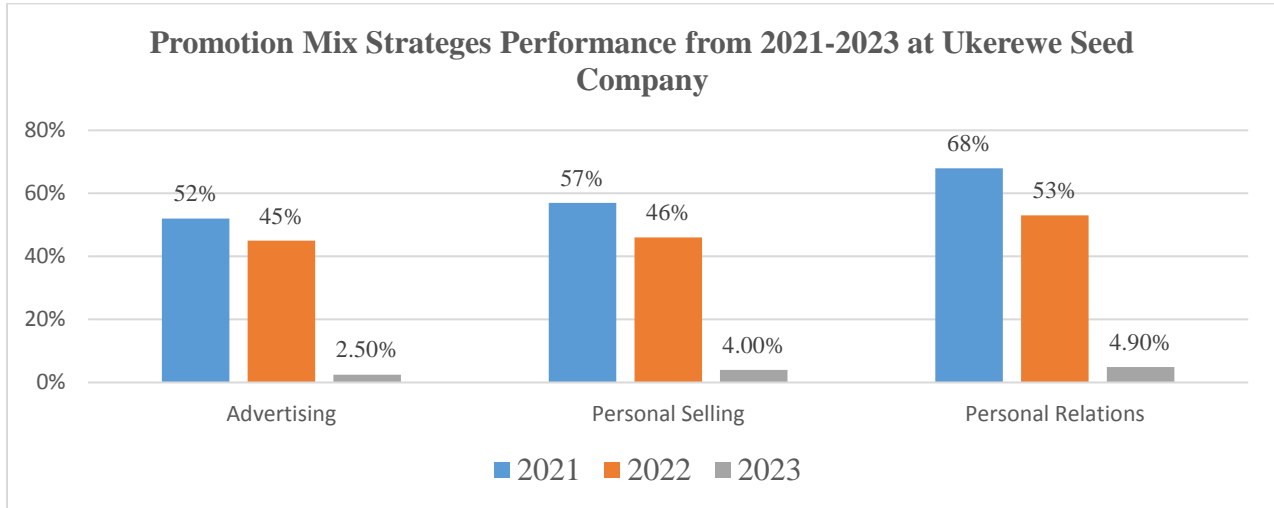


Figure 1: Promotion Mix Strategies Performance from 2021-2023 at Ukerewe Seed Company.

In the year 2021, the seed companies experienced a high drop in financial performance in Tanzania. The sales and management had to come up with several strategies such promotion mix to boost sales but for the last three consecutive years, Ukerewe Seed Company has been experiencing low sales resulting in poor financial performance in the industry as presented below.

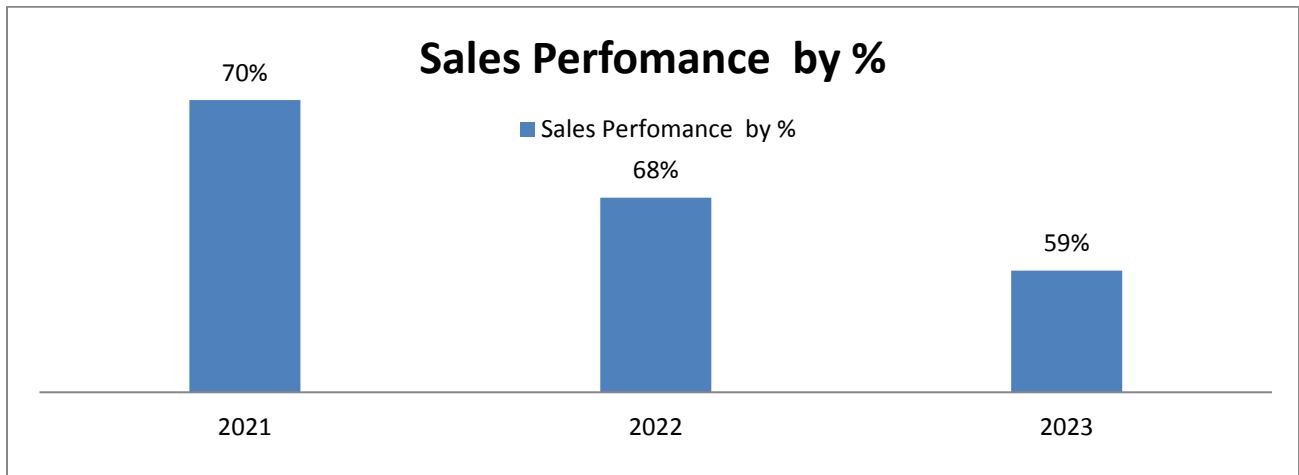


Figure 2: Sales performance at Ukerewe Seed Company

As presented above the sales performance in the year stood at 70% while the 2022 the sales performance dropped to 68% followed by a higher drop to 59%. Therefore, the management team was in dilemma as to what more strategist should be adopted to increase financial performance at the seed company. Promotion mix encompasses various marketing communication tools to deliver a unified and persuasive message to the target market. Indeed, business units that are involved in marketing strategies are more advantageous in the marketplace as it enables organizations to achieve

their objectives. Today's businesses opt to adopt advanced promotion strategies because it would result in a quick and cheap means of penetration in the market as well as enable companies to be committed to business to convert more customers to buy their products which results in improving business performance. Multinational companies have diligently incorporated elements of the promotion mix, such as advertising, sales promotion, public relations, personal selling, and direct marketing, to establish a strong market presence.

Tanzania today has 54 seed companies, 30 of which are vegetable companies, and they are almost all members of the Tanzanian Seed Traders Association (TASTA). The present value of the vegetable seed business (excluding maize) is estimated to be USD 25 million, with a five-year growth rate of USD 65 million. It should be emphasized that seeds are not only a potent symbol of food sovereignty and biodiversity, but they are also a critical component in the development of small-scale agricultural communities. Seed marketing should make an effort to accommodate farmers' need for a steady supply of enhanced seed varieties of assured quality at a reasonable price. Therefore, by conducting a detailed case study of Ukerewe seed company, this business case aims to fill this gap in the literature and provide practical insights for seed companies seeking to enhance their market share. By analyzing the promotion mix components and strategies employed by Ukerewe seed company, this study will shed light on the effectiveness of these approaches in achieving market share growth within the seed industry.

The findings of this case study will not only contribute to the existing body of knowledge but also provide actionable recommendations for other seed companies. By learning from successful strategies and adapting them to their marketing practices, seed companies can effectively position themselves in the competitive market, increase their market share, and contribute to the overall growth and sustainability of the seed industry.

## **2. Literature Review**

This part includes theories, empirical literature review and conceptual framework guide the study.

### **2.1 The Competitive Advantage theory**

This theory formulated by Michael Porter in 1979 and includes five forces model. This theory provides a valuable framework for understanding how firms can achieve a sustainable competitive advantage

and increase sales in their respective industries. Ukerewe Seed Company can apply this theory to navigate the five forces that shape its competitive landscape, with a focus on its promotional strategies:

### **2.1.1 Threat of New Entrants**

Ukerewe seed Company's sustainable competitive advantage acts as a deterrent to potential new entrants in the seed industry. The company has established a strong reputation and extensive distribution channels in southern highlands. This brand equity and market presence makes it challenging for new players to quickly gain traction and increase sales. Moreover, the company invests in continuous research and development to develop unique seed varieties with improved traits, making it difficult for new entrants to match their product offerings. To reinforce its competitive position, Ukerewe Seed Company promotes its brand as a trusted and innovative seed provider. The company uses its marketing and advertising campaigns to showcase its product superiority, and customer success stories, thereby building a strong barrier against new entrants (Jalantina and Minarsih, 2024).

### **2.1.2 Bargaining Power of Buyers**

In the seed industry, farmers and agricultural communities are the primary buyers. Their bargaining power can influence pricing and product preferences. Ukerewe Seed Company's sustainable competitive advantage lies in its ability to offer high-quality and differentiated seed products that cater to specific customer needs. By understanding buyer demands and preferences through market research, the company aligns its product offerings and promotional strategies to address customer requirements effectively. The company's promotional efforts focus on conveying the unique benefits and value propositions of its seed varieties (Hossain and As-Saber, 2024).

### **2.1.3 Bargaining Power of Suppliers**

The seed industry relies on suppliers for the raw materials necessary to produce seeds. Ukerewe seed company's sustainable competitive advantage, in part, stems from its strong relationships with seed producers and suppliers from its branches in Kenya and Zambia. The company maintains strategic partnerships with reliable suppliers, ensuring a stable supply of high-quality seeds at competitive prices to reduce the bargaining power of suppliers (Hossain and As-Saber, 2024).

#### **2.1.4 Threat of Substitutes**

The seed industry faces the threat of substitutes, such as seeds from other companies, traditional varieties, recycling or alternative methods of crop production. Ukerewe seed Company's sustainable competitive advantage revolves around product differentiation. The company develops seed varieties with unique traits and improved performance. The company employs advertising and marketing campaigns to communicate the distinct qualities and advantages of its seed varieties over potential substitutes. By highlighting the exceptional features of its products, Ukerewe Seed Company reinforces its position as a preferred choice among customers (Hossain and As-Saber, 2024).

#### **2.1.5 Industry Rivalry**

The seed industry is characterized by intense competition, with multinational and local players vying for increased sales and attains market dominance. Ukerewe seed company competitive advantage lies in its effective promotion mix and differentiation strategies. By emphasizing unique features, strong branding, and tailored customer experiences, the company sets itself apart from its rivals. The company promotional efforts revolve around building a strong brand image and creating emotional connections with customers (Seimu, 2021).

Seed marketing is an essential part of seed technology. It determines the size and breadth of the seed industry. It covers seed production, processing, storage, quality control, and marketing in general. Seed marketing, in a narrow sense, refers to the actual acquisition and selling of packaged seeds, as well as intermediary storage, shipping, and sales promotion activities. Farmers will waste resources invested in variety development and seed production if they are not persuaded to use improved varieties. All promotional activities involve communicating with distributors and consumers in order to educate them about a company's products and aid them in making the decision to purchase a certain variety or brand of seed. (Seimu, 2021).

The seed business is vital to agriculture because it provides the basis for crop production and ensures food security. However, as competition intensifies and market conditions shift, seed firms confront major obstacles in attaining market dominance. To flourish in this competitive environment, seed firms must adopt successful marketing mix methods to boost awareness, attract consumers, and, eventually, market share (Seimu, 2021).

However, as market dynamics continue to evolve, seed companies must constantly evaluate and refine their promotion mix strategies. Continuous improvement is necessary to adapt to changing customer preferences and emerging trends. The case study on Ukerewe seed company will delve into the analysis of their promotion mix components and strategies to identify the factors contributing to their market share growth and provide valuable insights for the wider seed industry. Furthermore, research highlights the crucial role of promotion mix in influencing customer decision-making and shaping market share. Effective marketing efforts contribute to market share growth, enabling companies to expand their customer base and gain a competitive edge. The case of Ukerewe seed company will exemplify the significance of promotion mix in achieving market share growth within the seed industry.

Ukerewe seed company, a major participant in the seed sector, intends to investigate the marketing mix components and techniques used by the company to increase market share. Understanding Ukerewe seed company particular ways can give significant insights for other seed firms looking to improve their market position through successful advertising techniques (Seimu, 2021).

The promotion mix is the combination of marketing communication methods and techniques used by a firm to communicate its value offer to target customers. Advertising, sales promotion, public relations, personal selling, and direct marketing are common components of the promotional mix. Seed firms may successfully express their brand message, differentiate themselves from competitors, and attract customers by efficiently incorporating these features (Seimu, 2021).

The importance of this study stems from the growing competitiveness in the seed sector and the requirement for seed producers to implement creative and targeted promotion mix methods. Tanzania's seed industry has faced numerous challenges, including a lack of financial resources and technical expertise, weak institutional linkages and unclear mandates, insufficient collaboration among participating partners, poor oversight arrangements, and insufficient resources to support public servicing agencies. The significance of promotional activities in altering customer decision-making and market share. However, there is a paucity of research on the seed sector and the marketing mix techniques utilized by seed producers to expand their market share (Seimu, 2021).

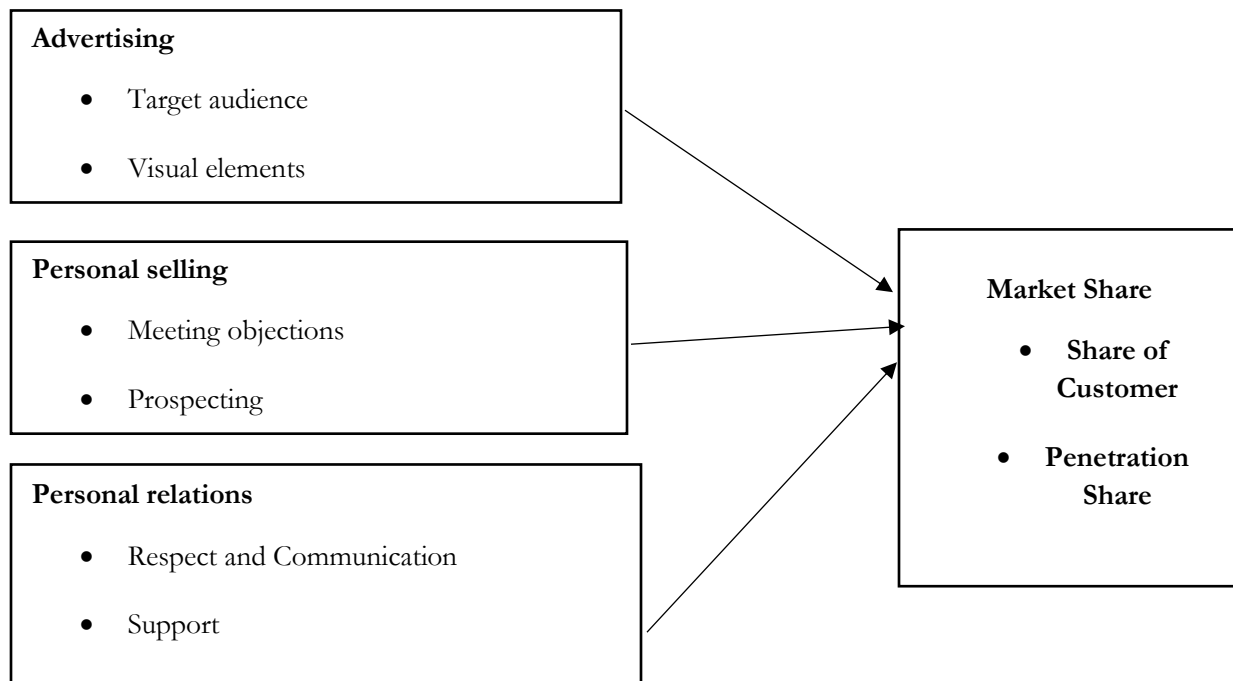


## 2.2 Conceptual Framework

The conceptual frame work shows the relationship between promotional strategies and Market Share of Ukerewe seed company. Alteration of variables can lead the financial performance of Ukerewe seed company to increase and to meet the organizational performance.

### Independent Variables

### Dependent Variable



## 3.0 Methodology

This part includes the case methodology and how can use it to solve the problems.

### 3.1 Case Design and Planning

The case study was adopted a qualitative research approach to gain an in-depth understanding of the promotion mix and strategies employed by Ukerewe seed company. This approach was allowed for a detailed exploration and analysis of the company's marketing practices and their impact on market share growth.

### 3.2 Data Collection

The interviews and documentary review use as a tools of these business case.

### **3.2.1 Interviews**

Unstructured interviews were conducted with key personnel involved in marketing and promotion at Ukerewe Seed Company. This was included marketing managers, sales representatives, and other relevant stakeholders. The interviews were explored topics such as the promotion mix components used, specific strategies employed, challenges faced, and perceptions of their effectiveness.

### **3.2.2 Document Review**

Internal documents, promotional materials, marketing plans, and market research reports from Ukerewe Seed Company was collected and analyzed. This will provide additional insights into the promotion mix components, strategies, and their implementation within the company.

## **3.3 Data Analysis**

Thematic and comparative analysis used as data analysis technique in this business case.

### **3.3.1 Thematic Analysis**

The interview transcripts and collected documents was subjected to thematic analysis. This involves identifying recurring themes, patterns, and key findings related to the promotion mix and strategies employed by Ukerewe Seed Company. This analysis was help uncover the strengths, weaknesses, and effectiveness of their promotional approaches.

### **3.3.2 Comparative Analysis**

The findings from the case study was compared and contrasted with existing literature, industry best practices, and relevant studies in the seed industry. This comparative analysis was providing a broader context for evaluating the uniqueness and effectiveness of Ukerewe seed company promotion mix and strategies.

## **3.4 Data Interpretation and Findings**

The analyzed data was interpreted to extract meaningful insights and findings. The findings were presented clearly and concisely, supported by relevant quotes, examples, and data from the interviews and document analysis. The results were highlighted the promotion mix components and strategies employed by Ukerewe seed company and their impact on market share growth.

#### **4.0 Results and Discussion**

This section includes the critical analysis of the business case related to the study and possible business case solution. The decision to implement initiatives like the 80% advance payment policy and sales target-based employee motivation was prompted by the goal of enhancing cash flow management and boosting sales performance. However, these initiatives faced challenges when distributors and agro-dealers encountered resistance. These key sales channels were accustomed to more lenient credit terms offered by competitors, providing them with a 60-day credit period along with attractive incentives upon achieving targets. This created a competitive disadvantage for us, as our 80% advance payment policy conflicted with their preferred terms. As a result, distributors were hesitant to accept our seeds under these conditions, impacting our cash flow and hindering sales target achievement. This challenge underscored the importance of understanding industry norms, maintaining relationships, and effectively communicating changes to align initiatives with partners' expectations.

The initiatives, encompassing diverse promotional approaches such as radio advertisements, SMS marketing, sample seed distribution, agribusiness shop branding, road shows, and field days in Southern Highlands regions showcased a proactive response to market demands. These efforts aimed to enhance brand visibility, engage potential customers, and educate farmers about Aminika maize seed varieties. The strategy of streamlining customer preferences based on seed maturity and seasonality, as well as focusing on personalized services, showed a deep understanding of customer needs.

However, the challenge lies in the unmet sales targets for three consecutive seasons from 2020/2021 to 2022/2023 in the Southern Highlands region. This indicates that while the implemented strategies had positive impacts, they may not have yielded the desired sales growth. The credit sales policy, despite its intention to stabilize cash flow, was met with resistance from distributors, impacting both cash flow and sales performance. This points to the need for a balance between policy changes and industry norm alignment.

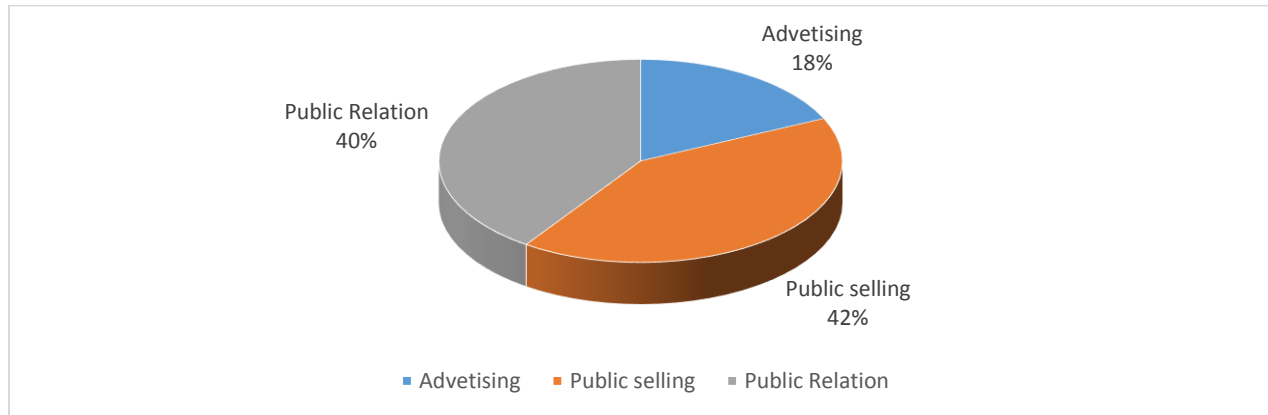


Figure 4.1: Challenge lies in the unmet sales targets for three consecutive seasons from 2020/2021 to 2022/2023 in the Central zone regions.

Concerted efforts to alter marketing objectives, establish performance standards, and deploy a promotional approach aligned with customer needs demonstrate a proactive stance in response. However, the effectiveness of these strategies should be gauged against the actual outcomes, including whether they effectively countered the challenges posed by competitors and achieved the envisaged market share expansion.

#### 4.1 The promotion mix and marketing strategy play in the company's performance and market share growth are

**Brand Visibility and Awareness:** The promotion mix, consisting of advertising, public relations, and direct marketing, creates brand visibility and awareness. It introduces Ukerewe seed company to the market and captures potential customers' attention. Effective advertising strategies, such as local radio spots and SMS messages, enhance brand recognition and recall value, ultimately increasing market presence.

##### 4.1.1 Engagement and Relationship Building

Marketing strategies involving personal selling, sales promotions, and events like road shows and field days facilitate direct engagement with customers. These interactions build relationships, establish trust, and create a strong customer-company bond. Distributing sample seeds for farmers to try exemplifies this approach, allowing customers to experience quality firsthand and fostering loyalty.

#### **4.1.2 Product Differentiation**

A well-crafted marketing strategy can effectively communicate the unique attributes of Ukerewe Seed's products, such as the Aminika and Milima maize seed varieties. This differentiation sets the company apart from competitors and positions its products as superior choices. Clear messaging about seed maturity, seasonality, and performance resonates with customer needs and preferences.

#### **4.1.3 Influence on Buying Decisions**

The promotion mix and marketing strategy influence customer buying decisions. Compelling advertising, personalized services, and demonstrations during field days all provide customers with the information and experience needed to make informed choices. A strategic approach can guide customers towards selecting Ukerewe Seed's products over competitors', contributing to increased sales and market share.

#### **4.1.4 Market Expansion and Penetration**

By strategically designing the promotion mix and marketing strategy, the company can tap into existing market segments and expand its reach. Agribusiness shop branding and initiatives targeting specific geographical areas, like the Southern Highlands, demonstrate this expansion effort. Effective strategies can penetrate previously untapped markets.

#### **4.1.5 Customer Loyalty and Advocacy**

A successful marketing strategy cultivates customer loyalty. Providing personalized services, responding promptly to inquiries, and delivering high-quality products fosters trust and loyalty. Satisfied customers are more likely to become brand advocates, recommending Ukerewe seed to others and contributing to organic growth.

#### **4.1.6 Adaptation to Market Dynamics**

An agile marketing strategy responds to changing market dynamics and customer preferences. For instance, the shift towards focusing on seed maturity and seasonality demonstrates adaptability based on insights gained from customer surveys and market research data.

#### **4.1.7 Long-Term Growth**

The cumulative impact of an effective promotion mix and marketing strategy contributes to sustained growth over time. By consistently meeting customer needs and building a strong brand reputation, Ukerewe seed can solidify its position in the market and continue to expand its market share.

### **4.2 Measures or approaches you are considering to further improve sales in this competitive environment**

#### **4.2.1 Product Diversification**

Introducing varieties of maize seed that cater to specific regional needs or emerging market opportunities such as producing Provitamin A maize can open up new opportunities. Diversifying the product portfolio can attract different customer segments and increase sales.

#### **4.2.2 Market Expansion**

Identifying adjacent market segments or untapped regions for expansion can diversify the customer base and mitigate risks associated with relying heavily on a competitive market. This approach spreads potential challenges and offers growth opportunities. Deeping down to rural small-scale farmers in Ludewa and makete will be an ideal opportunity for Milima 605 which is a high-altitude variety.

**4.2.3 Collaborative Partnerships:** Exploring strategic collaborations with distributors and agrodealers could lead to mutually beneficial outcomes. Building partnerships based on shared goals and incentives can enhance product visibility and distribution, expanding market reach.

### **4.3 Country Marketing Coordinators (MC)**

#### **4.3.1 The customer surveys and analyze market research data to gain insights into customer preferences and expectations**

A comprehensive customer survey was designed to elicit specific information about customer preferences, purchasing behaviors, and expectations. These surveys were carefully crafted to initiate the process. Inquiries pertaining to seed varieties, planting seasons, quality expectations, and factors influencing purchase decisions were captured through the questions. To ensure data reliability and relevance, we employed a targeted sampling technique. Through this method, we carefully selected a well-rounded sample of the company's existing agrodealers across distinct regions including Katavi,

Rukwa, Mbeya, Songwe, Iringa, Njombe, and Ruvuma. In each region, we chose 10 agrodealers. These selected agrodealers were entrusted with survey data sheets, which they utilized to gather valuable insights from customers who visited their premises for seed purchases. We segmented the collected data according to factors such as geographic location, customer type, and purchasing behavior. Different customer groups have different preferences and expectations, which allowed us to gain a deeper understanding of them.

A statistical analysis was performed after the survey responses were collected in order to identify trends, patterns, and correlations, as well as categorize and quantify the responses. The analysis yielded key findings which led to actionable recommendations that guided future marketing and promotional strategies.

#### **4.3.2 The key findings from the customer surveys and market research that influenced the proposed advertisement strategy approach**

Customer surveys revealed significant insights regarding farmers' preferences for seed maturity and planting seasons across various regions. These regions include Njombe, Mbeya, Katavi, Iringa, Ruvuma, and Rukwa. These findings played a pivotal role in shaping Ukerewe seed Company's advertising strategy approach. The interview was done and quotation as follows;

*“In regions like Singida, Tabora, and Manyara, farmers preferred late-maturing varieties, specifically those that matured within 125 to 145 days. This preference was attributed to the extended rainy season from November to May. Conversely, in areas like Morogoro, Iringa, and Katavi, medium-maturity seeds were popular. This was due to these regions receiving moderate rainfall patterns” (Ukerewe seed Company's, 2025).*

Additionally, the survey revealed a demand for seeds with specific attributes. Farmers expressed their preference for varieties with dense kernels, which resist weevil infestations, enhancing stored grains' durability. Another notable demand emerged for seeds with qualities conducive to roasting maize, a practice often undertaken during irrigation periods.

- I. Importance of Sample Seeds:** Respondents indicated that they appreciated the opportunity to try sample seeds before purchasing. This insight encouraged the company to continue the distribution of sample seeds. This allowed farmers to experience the quality and performance of the seeds firsthand, building trust in the product.

- II. ***Agribusiness Shop Branding and Field Days:*** The survey indicated that customers value physical interaction and engagement. This led to emphasis on branding agricultural businesses and organizing field days. These initiatives aimed to create direct touchpoints with customers, allowing them to gather information, ask questions, and experience the product in a tangible manner.

#### **4.4 Implementing the proposed approach, and how did you address them**

One significant challenge was the diversity of preferences across regions. Designing an advertising strategy that meets the distinct needs of each region proved challenging. The company devised a flexible advertising strategy to overcome this. The core messaging was retained, but customized based on regional differences in seed preferences and climatic conditions. In each region the advertisement was done on local radios.

Communication of technical information about seed attributes, including seed maturity and kernel hardness, was challenging. It is possible that some farmers do not understand these concepts, which could lead to misunderstandings. To tackle this, Ukerewe Seed Company simplified technical information during advertising campaigns into relatable terms. Engaging visuals, simple language, and relatable examples were employed to enhance comprehension and establish a clear understanding of the benefits offered by their seeds.

Seed distribution logistics proved difficult in remote areas. In order to ensure timely and efficient delivery of samples to farmers in geographically dispersed regions, the company adopted a phased distribution strategy. With early deliveries focused on the most rural areas. This strategy allowed the company to identify and address any issues that arose during the distribution process before it was completed. In the end, seed samples were successfully delivered to all farmers.

#### **4.5 Central Zone Marketing Manager at Ukerewe Seed Company**

The central zone Regions includes Dodoma, Singida, Tabora, Shinyanga and Kigoma.

##### **4.5.1 Sales targets set, and what motivates the sales team to achieve these targets**

Historical Data Analysis: The Company evaluates its historical sales data, considering past performance trends and patterns. This analysis provides valuable insights into seasonal fluctuations, demand shifts, and the company's growth trajectory.



**Growth Projections:** To establish realistic yet challenging targets, growth projections are integrated into the process. Typically, a factor of around 30% sales increase is applied, reflecting the company's aspiration to consistently expand its market share.

**Market Analysis:** A thorough market analysis is conducted to identify potential growth areas and untapped markets. Factors such as regional demand variations, competitor presence, and customer preferences are considered to inform target setting.

**Demand Forecasting:** Estimating future seed demand is crucial to target setting. This involves studying factors, prevailing market prices for maize grain, and emerging trends in farming practices.

**Performance-Linked Incentives:** The sales team is incentivized by a performance-linked rewards system. Meeting or exceeding sales targets translates into tangible rewards, such as financial bonuses, recognition, or career advancement opportunities. This approach aligns individual and team efforts with organizational goals.

#### **4. 6 Challenges or obstacles faced by the sales team in executing the promotion mix strategies effectively**

**Misuse of Small Packs:** Distributing small packs of sample seeds through agrodealers became challenging as some diverted these packs for their personal use, planting them in their fields rather than distributing them to farmers. The misuse hindered the intended outreach of farmers in the southern highlands' regions. To address this, the sales team needed to establish clear guidelines and agreements with agrodealers. This was done by emphasizing the purpose of the small packs and the mutual benefits of proper distribution.

**Limited Radio Advertisements:** The challenge of limited airtime for radio advertisements affected promotional messages' reach. Some local radio stations might not have adhered to the agreed frequency of airing Ukerewe Seed's advertisements. **Competitor Interference:** The challenge of limited airtime for radio advertisements affected promotional messages' reach. Competitors removing Ukerewe seed Seed's promotional materials and replacing them with their own created confusion and undermined visibility.

**Distribution Logistics:** Distributing sample seeds effectively to remote areas presents logistical challenges. Ensuring that sample seeds reach farmers in geographically dispersed regions in a timely manner requires efficient coordination and logistical planning. **Changing Consumer Behavior:** Convincing farmers to adopt novel seed varieties or practices could be challenging due to established preferences and habits. Overcoming resistance to change requires targeted education and demonstrations highlighting the benefits of promoted seeds.

**Measuring Immediate Impact:** Measuring the immediate impact of promotion mix strategies on sales and market share growth can be complex. Sales team needs to establish mechanisms to track and analyze sales trends, customer feedback through phone calls, and market response. This is to gauge the effectiveness of the strategies.

#### **4.7 Business Case Solution**

**Training and Skill Development:** Providing regular training sessions and workshops can enhance sales team product knowledge, negotiation skills, and customer interaction abilities. This will equip them to effectively communicate the value of the seed varieties and address customer inquiries, ultimately boosting sales conversion rates. **Market Research and Analysis:** Allocating resources for in-depth market research and analysis can provide the sales team with valuable insights into evolving customer preferences, competitor strategies, and emerging trends. Armed with this information, the team can tailor their approaches accordingly.

*Demo Farms and Field Days:* Establishing demo farms where farmers can witness different Aminika seed varieties performing firsthand can significantly impact sales. Organizing field days and interactive workshops can help sales teams directly engage with farmers. This will enable them to answer their questions, and showcase Ukerewe Seed's products' benefits.

**Localized Marketing Materials:** Providing the sales team with localized marketing materials tailored to specific regions can enhance their promotional efforts. These materials should resonate with local farmers' preferences, challenges, and aspirations.

Technical Support Team: Establishing a dedicated technical support team that can promptly address technical inquiries and provide guidance on seed varieties' characteristics and cultivation practices can enhance the sales team's credibility and effectiveness.

Collaboration with Research and Development: Foster collaboration between the sales team and the research and development (R&D) department. This enables the sales team to know the product pipeline, upcoming seed varieties, and unique selling points. Regular Performance Reviews: Conducting regular performance reviews can offer constructive feedback to the sales team, helping them identify strengths, address areas for improvement, and align their efforts with the company's goals (Seimu, 2021).

Market Expansion Opportunities: Identifying and presenting market expansion opportunities in untapped regions or customer segments can inspire the sales team to explore new avenues for growth. Feedback Mechanism: Establishing a mechanism for the sales team to provide feedback on customer preferences, challenges, and market dynamics can ensure a two-way flow of information for better strategic decision-making.

## 5.0 Conclusion and Recommendations

The business case study concluded that the effective advertising, personal selling and personal relations can stimulate promotion and hence can increase market share for seed companies. The business study also concluded that better advertising, personal selling and personal relations strategies increase the sales for seed companies. The study recommended that the effective promotion policy and establishment strategy plans in every year can influence the sales of seeds from seed companies.

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