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Effects of Strategy Implementation on the Performance of Digital Media Industry in Kenya

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Abstract:

The increasing competition of digital media space and the high demand of real time news content has completely changed the media industry as we traditionally knew it. The change has brought about new a challenge which has resulted in formulation and implementation of digital media strategies to help cope with these challenges. One Key area that the media houses have used to rate the effects if these strategies on performance of their digital platform is analyzing their platforms financial performance in terms of sales level. This formed the basis of this study with the purpose of the study being to determine the effect of digital strategy implementation on organizational performance looking at the digital mediaindustry also known as online news platforms. The study is guided by the following specific objectives; to determine the extent to which innovative digital ad tools affects digital media sales, to establish how online market share affects sales volume and to determine how internal processes affects sales turnover. The study was limited to twenty (20) online publishers all located within Nairobi, Kenya. The study was conducted for a period of 3 weeks beginning 27th March 2017 to 17th April 2017. Confidentiality of the respondents' questionnaire was maintained for accuracy by ensuring only the researcher and the assistant have access to the data. The study adopted descriptive research design. The population of interest will consist of 140 employees of online media companies. A sample size of 104 was selected using stratified sampling method. Data was collected using structured questionnaires. The data was analyzed using the Statistical Package for Social Sciences (SPSS) into frequency distribution and percentages. The data was then presented using tables and charts.

The study established that innovation is key in boosting sales volume for online media companies. The study revealed that online media companies ensure that their platforms are fully optimized and accessible on all internet enabled devices-desktops, tablets & smartphones, this enhances sales level as their platform can be viewed across all devices. The ad tools apart from acting as display tools also served other functions such as tracking consumer behavior, measuring conversion rates, measuring sales volume as well as help to project future sales. The study also revealed that market opportunity and past buyer behavior should be the guiding factor while coming up with innovative ad tools ads. As opposed to benchmarking competitors.

The study established that large volume of traffic on a website is key. The traffic on the webpage is the market share. Much traffic on an online platform means that advertisers want to advertise on the page as they are assured of views. The study is able to establish that most online news platform leverage on their social media pages to drive traffic to their actual news webpage as indicated by 72.2 % of the respondents. The study also reveals that partnering with the right partners helps increase the market share as indicated by 61.1% of the respondent as the partners drive member traffic to the webpage as well as place ad on the page which generates traffic for the company. The period of time a user spends on a webpage –Bounce rate- was also revealed to be key as advertisers are looking to advertise on a site with low bounce rate. Finally, the research was able to establish that content is key in determining the market share as indicated by 60% of the respondents as the right content will keep the reader coming back.

The study established that internal processes determine whether or not a company is successful. The study reveals that it is a company's resources and capabilities that ensure either directly or indirectly that the sales targets are achieved. The various systems in place should always ensure customer satisfaction as indicated by 78% of the respondents, employee motivation as indicated by 95% of the respondents, quality assurance as indicated by 74% of the respondents, asset utilization as indicated by 93% of the respondents and finally structures and policies should be in place to ensure the above mentioned are well facilitated, this will lead to productivity which can be directly or indirectly felt through sales volume.

The study concludes that strategy implementation process is important on the performance of digital media in Kenya as many individuals are relying on online news platform to presents them with real time news article this which has been made possible by the availability in internet. Also, online media companies are heavily relying on technology thus a great need to implement the digital strategy and also a lot of opportunities have cropped up with the emergent of this new.

The study recommends utmost flexibility in innovation adoption for the media industry as a whole with the audiences need as the reason for innovation as that's where opportunity lies. Encouraging Creativity is also recommended as a key component in the innovation process for the effect of innovative digital ad tool to online market share research objective. The study also recommends, well thought strategies to be put in place to ensure increase in market share e.g. production of unique, quality content, increased online presence through ways like sponsored ads and Partnerships for the effect of online market share on digital media sales objective. And finally, the study recommends day to day monitoring, evaluation of internal functions and resources to ensure efficiency for the effect of internal processes in digital media sales objective. For further research, the researcher recommends application of the same research objectives to determine the effects of strategy implementation on the performance of the banking industry in Kenya as it is another industry that has been greatly affected by adoption of the technology.

1. Introduction

1.1. Background of the Problem

Successful strategy implementation is Key for any organizations survival. Strategy implementation connects the strategy formulation stage and the Strategy control and evaluation stage in the strategic management process. Herbiniak (2006) argued that while strategy formulation is difficult, making strategy work and executing it is even more difficult. Cater and

Pucko (2010) concluded that while 80% of firms have the right strategies, only 14% have managed to implement them well. Bayrami and Zaribaf (2010) defined strategy implementation as deciding *how* to get your company from where it is today to where it should be tomorrow.

According to him, the concept of strategy Implementation is based on actions. To Eccles et al. (2009), strategy implementation is the action that moves the organization along its choice of route towards its goal i.e. the fulfillment of its mission and the achievement of its vision. Kraanjenbrink(2013) looks at strategy implementation in five perspectives namely: performance perspective, change management perspective, organizational perspective, alignment perspective, and participation perspective. Implementation of these strategies has proven to be the most challenging task in strategy. For this particular research study, the researcher will concentrate on the performance perspective.

Organizational performance can be defined as the ability of a business or company to fulfill its mission through strong leadership, effective management, and a persistent effort to meeting objectives Richard (2009) Strong organizational performance is only possible when an organization produces the right things using the fewest possible inputs. Hubbard (2009) argued that measuring performance play an important role in translating strategies into results. Performance perspective is of the idea that an organization's strategy needs to be accurately translated into actionable, solid, and measurable performance indicators against which actual performance could then be monitored, evaluated and improved. The starting point of Performance perspective is that an organization ought to have long-term vision and mission, which are translated into Medium term objective, short term targets, and quantifiable performance indicators. According to Kraanjenbrink. (2013), performance of an organization is based on two key assumptions. The first assumption is that which is measured is managed and done and the second one is that people act in response to how they are evaluated. So, if the incentive, remuneration, and bonuses are well aligned with the organizations strategy, the strategy is well implemented.

The landscape of media industry worldwide has been impacted from almost every direction with the innovation and technological disruption that is currently being experienced. Major technology trends that have changed the Kenyan media industry are: Mass digital migration, Content, Advancement in video technology, Generational shift and social media networks, internet delivery and freelance Mania whereby media companies that can take advantage of this framework can keep costs much lower, and profit margins higher Brent (2016). Affordable and accessible Internet has been the largest driver of growth and will continue to digitally disrupt the market in new and innovative ways. Communications Authority of Kenya paints a clear picture of where Kenya is at in terms of internet use and where to expect exponential growth in business in the next few years. As of 2016, CAK says that Kenya has 37.7 million internet users up from 31.9 in 2015, 87.3 Million mobile users, 11.9 million broadband subscriptions and 15,835 terrestrial wireless data/internet subscriptions.

The operations, structures, and performances of traditional, new and converged media formats have been affected by the availability and appropriation of digital technologies. The modes of media production, distribution, and consumption have been greatly affected and transformed by digital technologies. The appropriation of mobile technologies by media businesses is opportunistic but hugely appropriate as media houses seek to respond to economic, business and market challenges and audience demands. True to Bolter and Grusin (1999), traditional media are fighting to survive and reaffirm their place in a hypercompetitive digital media environment. Digital technologies have had serious effects on the market structures, value chains, business strategies, structures and operations Kung, Picard and Towse (2000). There is an intense competition in the Kenya Digital media space from both existing dominant industry players and new entrants. Media business model is usually categorized according to the level of value chain they are operating in thus there exist companies that create, package and distribute content. Schuhmann and Hess (2009) classify digital media business model into content providers, brokers and service Providers and for this particular research will concentrate on content providers. Content providers produce genuine content. According to Zerdick (2000), revenue model for digital media is sourced from a combination of advertising cost, subsidization via state, subscription fees and transaction charges. Critical success factors for digital media companies are both resource based and market based for financial success. Financial success depicts the topmost performance indicator with sales volume being the benchmark. According to Schuhmann and Haess (2009) two crucial resources for digital media companies which can hardly be substituted or imitated are employees and information systems. Creative employees provide the intellectual capital of a company Brinker (2000), thus lay the basis for its success. For Information systems, according to Götze and Mikus (1999) its key in order to compete with rivals in the long term, being market leader and following the market by adopting rival's technology.

For market based perspective, there is market share which is necessary for the company to survive and grow out of its own means. According to Markus and Hess (2009) Market share can be analyzed by customer acquisition and retention in the likes of conversion rate, turnover with new customers or number of return buyers, as well as measures for website activity.

With the emergence of digital platform as an alternative media outlet, significant drop in profit has been witnessed in traditional media outlets. As a result, Media houses like Standard, Nation, Media Max, fired a huge number of employees in 2016 with the trend continuing with Radio Africa in 2017 in efforts to streamline operations and reducing staffing cost. With this Immense growth that is being experienced and expected Challenges and shortcomings have also been experienced with some of the major challenges according to VanNest (2015) being Monetization, Content optimization, Mobile optimization, Incorporation of analytics and Culture

change. Culture change in the media industry remains the biggest challenge for the African digital media industry. According to PWC Kenyan media outlook 2013-2017, the change has been attributed to factors like: shift to digital which has impacted not only the business model and organizational structures of media companies but also caused major changes in their culture bringing with new platform, and new content. Advertising today has changed to have a whole host of advertising solutions ranging from Native advertising, profit button, hot button, rich media just to mention a few. Recruitment wise, talent have been emphasized in the digital media industry over experience and education level as it was a while back. Key attributes that companies are looking for in new staff are; Curiosity ambitious, great communicators and personal integrity. These many changes have changed the way that media employees work and the very nature of command and control structured into one that has shared responsibility.

1.2. Statement of the problem

Prediction by Price Waterhouse Coopers (PWC) is that Digital media industry is one of the most vibrant industries and is expected to surpass US\$ 3 billion by 2019 (PWC Entertainment and Media Outlook 2015-2019). Previous studies research has been done regarding implementation of different strategies and various performance measuring and management systems Wainaina, (2014) and Muchira, (2013). However, there exists a knowledge gap existing in emergent economies for instance in Kenya, where there is limited both theoretical and empirical review about strategic implementation in the digital media industry in relation to performance. This study therefore study sought to explore the effect of implementing digital strategies to performance more so the financial performance in the Kenyan media sector. According to Business today, several media companies in Kenya have embarked on implementing their digital media strategies, which have resulted to major changes in their organizations. Massive firing has been witnessed. For example, Royal media group, Radio Africa, Nation Media group among many others whose employees have been sacked over the last two years as the companies implements strategies in place of turning the media houses into modern content companies. A media house like Nation media group closed down its traditional radio business in Kenya, Nation FM, and Q FM and Rwanda FM and shifted them online Kakah (2016). While carrying out these changes, Nation Media acknowledged that even though the changes would deliver value to its audience, it would be difficult for the affected employees. However, such changes do not only affect the workers who are affected but also those who were lucky to be retained. The constant fear that they too may be sacked one day may adversely affect their productivity. Increase in sales has also been witnessed in implementing digital strategies as digital platforms has brought new channels for making sales. Looking at the financial performance of the leading media houses in Kenya, it's interesting to note that before 2014, Digital Advertising was not included as a source of revenue as it was pretty much non-existent and where reported, it was not reported as an individual unit rather included in the publishers' section where newspapers are. For standard Media group, according to the 2014 financial statement, Digital advertising was recorded at Ksh. 117 Million and there was an increase in 2015 to Ksh. 176 million. For Nation digital 2016 half year financial results, online advertising revenue went up 27% from the 7.4 % increment in revenue from recorded in 2015. 2014 though the digital revenue were not reported as a single unit thus making it hard to know the exact digital revenue value. During investor briefing in 2016, Nation media group CEO Joe Muganda acknowledged the growth in digital sales and expects its revenue to constitute 8-10% of the total revenue in the near term.

The principal objective of having a performance perspective measurement in any organization is to reach the goals set and to improve the performance of employees making them more motivated to perform hence the organization can meet its set goals, and the employees are also assured that after reaching the targets set there will be a reward awaiting them. As a result, this makes both the organization and the employees to have self-discipline because they are satisfied with the contribution they each have to make towards improving the organizational standards. Due to the above-stated issue of concern, the researcher at this found it necessary to study the effect of Strategy implementation on the performance of digital media industry in Kenya.

1.3. Purpose of the Study

The study aimed to determine the effect of Strategy implementation on organization performance looking at the digital media industry.

1.4. Research Questions

The study was guided by the following research questions:

- 1.4.1 How do innovative digital ad tools affect digital media sales?
- 1.4.2 How does online market share affect digital media sales volume?
- 1.4.3 How do internal processes affect sales volume?

1.5. Significance of the Study

The study determined the effect of implementing digital strategies on organization performance on the Kenyan media industry. The benefits that can accrue from this study are numerous to:

1.5.1. Media Houses, and Managers

The study aims at creating awareness on how critical is it for media houses to implement digital strategies and will assist top level managers comprehend how these strategies are key and can affect the business significantly in terms of financial performance.

1.5.2. Policy Makers

The study also aims to be a source of knowledge to policy makers who will find the study of value in obtaining information regarding the digital media industry dynamics and the process of strategy implementation and performance. They will also find how the different

components of digital strategy are linked and therefore obtain guidance from this study in designing appropriate policies that will regulate the industry participation.

1.5.3. Employees

The study also aims to be a source of guidance to employees in the digital marketing field as to what is expected of them and what to expect from the employee for successful digital strategy implementation. The study also equips the employee with the digital marketing knowledge and other elements needed for successful strategy implementation.

1.5.4. Researchers

This study will be useful to fellow researchers and others in the academic field who might be interested in pursuing further research in the same area. The study will help them understand the effect of strategy implementation on performance of digital media industry in Kenya.

1.6. Scope of the Study

This study determined the effect of digital strategy implementation on organizations Performance. The study was limited to twenty (20) online publishers all located within Nairobi, Kenya. The study was conducted for a period of 3 weeks beginning 27th March to 17th April 2017. Regarding, Confidentiality of the respondents', only the researcher and the assistant had access to the survey data. Data was stored in a locked file cabinet to protect the identification of the respondent sampled. The limitation of the project was providing the respondents' confidentiality in filling the questionnaires as it's a very small industry and the problem was overcome by providing assurance on privacy of the collected data.

1.7. Definition of Terms

1.7.1. Performance Management

A process by which the company manages its performance in line with its corporate and functional strategies and objectives. Bititci, Carrie and McDevitt (1997). It involves managers and employees working together to plan, monitor and review an employee's work objectives and overall contribution to a project or the organization.

1.7.2. Strategy

This refers to balancing of action and choices between internal capabilities and external environment of an organization accordingly. Strategy can be seen as a plan, play, pattern, position and perspective Mintzberg (2009).

1.7.3. Strategic Management

Strategic Management can be defined as the formulation, implementation, and evaluation of managerial actions that enhance the value of a business enterprise David F. (2005). It is a continuous process that attempts to create a fit between the organization and its ever-changing environment in the most advantageous manner.

1.7.4. Strategy Implementation

The activity performed according to a plan in order to achieve an overall goal .According to Stonich (1982) strategy implementation is deciding *how* to get your company from where it is today to where it should be tomorrow

1.7.5. Organizational Performance

It is the organizational ability to make profits due to the positive influence they have over their employees. It can also be defined as the organizational ability to sell its name due to good performance standards (Lissitz Et al, 2005). Organization performance entails the different departments of an organization working together to achieve great results in terms of delivering value to customers.

1.8. Chapter Summary

The first chapter is divided into various main sections. Section one gives the detailed background of the industry, section two describes the problem in the context of the industry. Section three provides the purpose of the study. Section four outlines the research questions. Section five provides the significance of the study. Section six deals with the scope of the study and section seven provides the working definitions of the study.

The next Chapter presents an overview of the literature review according to the research objectives. Chapter three enlightens the research methodology of the study, the methods and procedures that were used to carry out the study. Chapter four presents the results and findings of the study. Chapter five is on the summary, discussion, conclusion and recommendations of the study.

2. Literature Review

2.1. Introduction

This chapter reviews literature on the effect of digital strategy implementation on media organizations performance in terms of sales. The first section of the study reviews how innovative digital ad tools affects digital media sales. The second section determines how online market share affects digital media sales and the third section determine how internal processes affects sales volume. The section ends with a chapter summary.

2.2. *The Effects of Innovative Digital ad Tools on Digital Media Sales*

There are tons of digital marketing tools that can be used to generate business online. The tools keep increasing in number since the Internet is developing rapidly and has an ascending trend. According to Dash. (2015), some of the common digital marketing tools include banner advertising, advertising per click, email advertising, affiliate advertising, and social media advertising. These tools play an important role in determining the sales of digital media. In fact, nearly all digital media companies employ them either to increase the reach of their content or advertisers.

A company can derive many benefits from using digital ad tools. According to Management Association (2014), many of these advantages are related to enhancing how companies interacts with its customers. They categorize this into three broad areas that are information delivery opportunity, the relationship building opportunity, and the distribution opportunity. For online media companies, they may benefit from increased interaction with their targeted audience who may become more aware of their business. A well-recognized company helps increase its credibility hence advertiser would have trust that it would create the awareness of their products out there.

2.2.1. Information Delivery Opportunity

Cizmeci. (2015) looked at the effects of digital marketing communication tools in the creating brand awareness by housing companies. The study found out that housing enterprises that create paid digital content such as search engine pages, email communication, and pay per click among others have a greater impact than those, which create proactive content. It also revealed that digital marketing tools such as Facebook or Twitter would become more important in generating sales for companies in future. The author says that large-scale housing companies use the digital marketing tools to share information about their new projects for which construction works have started, about projects launched or planned to be launched for sale and respond to any feedback. Similarly, online Kenya digital news websites like Tuko.co.ke, Ghalfa, Mpasho, and Plive use these digital ad tools to market their content to the public. Most of them use Facebook and Twitter sponsored ads.

Khan and Siddiqui. (2011) explain that online advertising is a powerful tool for establishing brands and increasing traffic for companies to achieve success. Their study sought to find out the perception and effectiveness of digital marketing amongst marketing professionals' in Pakistan. Also, it is more cost-efficient to control and measure the money spent on digital marketing. Mangold and Faulds. (2009) acknowledges that social media like Facebook has made it possible for businesses to communicate with millions of people about their products and services and has opened new marketing opportunities in the market. Moreover, managers are using these platforms to engage customers and enhance their experience. Nevertheless, for maximum results, marketing managers ought to understand online social marketing campaigns and programs. They also need to know how to do it effectively with performance measurement indicators.

2.2.2. Relationship Building Opportunity

Zhang. (2013) examined the impact of blogs on sales revenue. The study established that blogs as a tool for digital marketing have successfully created an impact for increasing sales revenue especially for products where customers can read reviews and write comments about their Individual experiences. Another study by Cetina, Cristiana and Radulescu (2012) found out that web experiences affect the mental process of consumers and enhance their decision to buy things online. Several companies around the world are enjoying the benefits of digital marketing. Teo (2005) looked at the usage and effectiveness of online marketing tools among business-to-consumers firms in Singapore. The study found out that companies in Singapore have benefited significantly from using online ad tools. The users described them as effective and useful for achieving results. Kenyan companies have not been left out of the online marketing craze. Ng'ang'a (2015) examined the effectiveness of digital marketing strategies on performance of commercial banks in Kenya. The study established that banks in the country use different forms of internet marketing to reach their customers. Ng'ang'a say's that due to increased competition, banks have found it tough to rely on traditional marketing strategies since customers have become more technology savvy. Digital marketing is appropriate as it reduces the costs of products and service delivery. It also bridges the geographical gap and therefore brings buyers and sellers together. She notes that some of the online marketing tools that companies have adopted as video ads, sponsored content, and online promotion.

Similarly, Jalango (2015) looked at effects of digital advertising on the performance of commercial banks in Kenya. The study found out that digital advertising affects commercial banks because most people are using modern information and communication technology. He notes that digital advertising platforms could significantly generate revenues for banks and thus needs consideration from the management. Equally, the same position is true for online media websites that seek to increase its income.

2.2.3. Distribution Opportunity

Tudor (2016) lists a number of ways that digital marketing is important to companies. First, he says that it is easy to measure the impact when compared to traditional marketing. Media companies using online ad tools, therefore, have access to useful data that they can use to develop online marketing strategies. Secondly, they are rich in content and allows for the possibility of updates when need be. On the other hand, it is entirely impossible to change an ad that has already been broadcasted on TV and other traditional media channels. In other words, digital content is easy to adjust based on users' feedback. Thirdly, it is can be personalized. Sales can be customized based on consumer profiles and their preferences. Fourthly, is permanently available and businesses do not have to slot ads on prime time as with traditional media. When explained in detailed to the targeted clients, Kenyan online news websites may have the edge over the traditional media houses.

There are other benefits of using digital and social media in marketing. Oyza and Edwin (2015) say that it can be used to improve sales. However, they say that it takes time to develop relationships that lead to sales. In addition, the author claims that more than half of the marketers who have used social media marketing for more than 3 years have reported an improve in sales. Also established is that social media marketing could help reduce marketing expenses hence lower the cost of doing business. Lastly, it could help develop loyal fans especially for those companies that have been using social media for quite some time.

However, there are negative aspects associated with online marketing. Cho and Cheon (2010) say that sometimes people tend to avoid the internet due to three factors that they list as interruption of task, perceived clutter on the Internet sites, and negative past experiences with Internet advertising. The authors say that the majority of ads featured on social networking sites are not relevant to consumers and they only notice ads when it annoys or entertains them. Therefore, media companies ought to create compelling ads or risk failing to achieve their marketing objectives.

2.3. The Effect of Online Market Share on Digital Media Sales Volume?

Online market share refers to the size of the market that digital media platforms command in Kenya. The size of the market that these platforms manage directly influences the volume of sales they make on daily basis. A digital platform that is more popular to most marketers online makes more sales as compared to those that are less popular. With digital marketing becoming an important tool in disseminating information to masses it is only viable to research how it influences the overall market.

Onyango (2016) suggest that technology has continued to grow arising the need to realize the importance of digital media in the economic sectors. This is because it has triggered many companies to re-think their strategy of advertising with most of them utilizing digital media to advertise as compared to print media which previously used to be the order of the day. This paper aims at realizing the impact of market share on media sales volume. Through reviewing the major digital sites in Kenya, the objective of these particular questions will be met. Previously most of the companies in Kenya that made their sales through the print media have noticed a decline in their sales volume. Such a twist in the market can be attributed to the emergence of digital sites in Kenya among them Plive and Ghafla. This digital media sites are becoming preferable since they use social media in disseminating information. Currently, more media companies are investing more in digital media platforms due to the way they are largely been utilized to communicate at a fast and effective manner. Changes have seen the market share of prominent Kenyan companies in Kenya such as standard group and Nation decline. This is because most of their customers have shifted to utilizing digital sites. Though the previous media giants have also created their own digital sites such as Standard digital their market has largely decline. The new marketing sites are coming up with new tactics that previously were not used. They are strategically placed as cheap compared to the print media. Both old and new marketers still fear to advertise with digital media platforms owned by famous media houses due to their initial perception that they are exceedingly expensive. This notion has helped create business and sales volume for Ghafla Kenya and other sites which registering a large market share translating to huge sales volume.

2.3.1. Market share- Clients Perspective

According to Hobbs (2010), Clients to digital sites are more interested in platforms that have wide market share which can be gauged in terms of 4 main parameters which are: Session (Period of time a user is actively engage with the website/platform), Users(users who have initiates at least a session with the data range) Page views (total number of pages viewed) and finally Bounce rate(which measures the percentage rate of visitors who viewed the platform and left after only viewing a single page. Clients choose that platform that has a high user, page views and session rates and low bounce rate. Clients Have platform like Google analytics, Alexa.com and social bakers where clients are able to know the leading platforms in terms of market share in Kenya, the most popular News platform also have popular social media sites like Facebook and Twitter as it helps in increasing the market share in that once a News article is published its shared on the social site to increase coverage. Companies and individuals advertising their market through a digital site will preferably look for one that is heavily present in the two social media platforms. Identifying this aspect to the client is simple given that they can see the number of followers of each digital sites Thumbi. (2012). Thumbi (2012) researched on the effects of media strategy on Advertising effectiveness among the mobile service providers in Kenya. Digital sites with the largest social media followers are ideal given that the reason of advertising is reaching the largest possible number of customers with ease. Currently, Tuko.co.ke is the top ranking online site according to Alexa.com (global web traffic rating site) and marketers are fighting to advertise their product in Kenya investing millions of shillings to collaborate with Tuko c.o.ke to enhance its visibility in the market. It has the presence on all social media networks in Kenya something that increases its market share translating into huge sales volume. Targeting the right customers is the most effective way of increasing market share in digital marketing. Getting the right market to advertise in the digital marketing greatly works to improving the sales volume. For instance, advertising for tenders and

public services in Kenya is most done in organizational websites and blogs rather than in the media. The reason behind this particular aspect is because most of the targeted customers often review the sites to check on the advertisement.

Akinfemisoye and Deffor (2014) noted that traffic in digital sites is one of the major determinants of its market share. Most marketers will prefer to advertise in those digital sites that generate traffic to ensure that customers catching up with news can also view services and products advertised. Ghafla, for instance, offers breaking news of issues that concern all Kenyans. Many Kenyans thus visit the site to catch up with the most recent news thus creating traffic. Created market share translates into an increase in sale volume. Due to this reason, many first moving commodities, as well as new brands, are being advertised through Ghafla. It has worked to improve the sales of its major advertising client by continuously placing their products next to the news that is posted.

To reduce costs involved in advertising Ng'ang'a (2015) says that utilizing digital platforms platform is the most reasonable undertaking. Advertising through organizational websites and blogs is often official to the business class given they are likely to view some of the advertisements in social media to be unreliable. Thus, when it comes to the advertisement of issues that do not a large group and are not match interested in sales volume this becomes the most convenient avenue.

2.3.2. Market share- Consumers Perspective

Digital sites are largely viewed as sources of helping customers make buying decisions.

Jagongo and Kinyua (2013), argue that customers are continuously used by marketing companies to feature their products and elaborate more on them to the customers. Through the elaboration and product description customers are able to arrive at a decision on what they buy. Jumia.co.ke, for instance, describes all the products marketed through its platform to assist customers to make informed decisions. Due to this unique feature, it has continued to get traffic with most buyers preferring the site due to its credibility. According to Blair (2017) a majority of the visitors to the platform are either returning customers or those who have been referred to the site by friends. Due to its popularity, it has grown to be a one stop online shop something that helped it improve the sales of the products it markets.

Abdi (2015), highlights that online buyers are utilizing mobile, email and the internet in finding their preferred sellers online. They look on the reputation of the online platforms through customer reviews to determine whether they can transact safely. Online markets with many positive customer reviews have a large market share and often sell more products through their platforms. The government of Kenya to date has no effective laws of handling scamming cases something that calls for buyers to be largely conscious while transacting online. The ability of pseudo accounts also scares many individuals from marketing in particular digital sites. This is because they feel that they are exposing their information and privacy to online fraudsters. Due to the existence of such fears those digital markets with little market share often suffer operational challenges due to decreased sales volume. They end up either closing or merging with other digital marketing platforms to increase their market share.

Online market share across many digital sites is in the future likely to be used to market different services as well as political interests in the country given its current growth Rotich & Mukhongo, 2015. Rotich and Mukhongo examined the effects of internet marketing strategies on sale of communication services. Despite the impact on such changes sales volume will definitely increase as new ways of using media platforms are discovered. However, to ensure that such changes are of positive importance it would be considerate for the government to regulate online markets to cushion buyers and sellers utilizing the platform from scammers. Such an action would increase trust among interacting parties and eventually translate to high sales volume.

2.4. The Effect of Internal Processes on Sales Volume?

The internal process in digital marketing are those initiatives that are undertaken to ensure that sales offer customers value. Rotich and Mukhongo (2015) argue that successful digital marketing platforms often register high sales volume due to the effective allocation of internal processes. They thus serve as internal indicators of how the management works to ensure that both customer and financial outcomes are realized. A relationship exists between sales volume, customer satisfaction, and financial outcomes. If customers are satisfied are likely to consume organizational products and services increasing sales volume in digital marketing. Dissatisfied customers, on the other hand, tend to move to more convincing media platforms that are in a position to market them better. If sales volume increases for the digital marketer's profitability is achieved with all other factors remaining constant. If the sales volume decreases, the organization is prone to registering a loss. This paper looks at four major internal processes that affect sales volume. These internal processes are operations management processes, customer management process, innovation processes and regulatory processes.

2.4.1. Operations Management Processes

Operations management is one of the internal processes that affect sales volume within an organization that markets its product in digital sites. Christopher and Christopher (2016) suggest that internal processes in digital marketing can further be divided into supply, production, and distribution all of which are internal processes run by the operation department of any digital platform. They affect organizational sales volume at different levels since they are in charge of actual product development processes. Failure of these particular internal processes is likely to contribute to a site acquiring less followers thus lowering the number of clients who are willing to advertise through the platform. Decrease in the number of clients willing to advertise on digital sites would eventually result to decrease in sales volume

2.4.1.1. Supply

The ability of digital sites to disseminate information largely influences sales volumes. Kyengo Ombui and Iravo (2016) examined the effect of business process and supply chain management capabilities on IT firm performance. The authors argue that when customers have a strong demand for the particular product they create a situation that triggers the supply of the product. Sellers are then likely to advertise through digital platforms to take care of the demand that is created. Thus, as an internal processes supply is tasked with ensuring that there are effective and continuous measures aimed at meeting customer demands towards advertising in digital sites are met. Increased demand of utilizing digital sites to advertise results to an increase in the number of platforms willing to offer advertisements. The phenomena tend to increase sales volume of these digital platforms.

2.4.1.2. Distribution

Distribution is one of the internal processes that are applied by many organizations to achieve a great market share in a particular market segment. If an organization achieves a large market in the digital media space its sales volume increase since many people will be willing to advertise through such digital sites. The increase in sales volume translates into profitability. However, if distribution as an internal process fails to distribute information to target groups in the online media platforms organization are disadvantaged since customers are not informed about their existence. If social media and other digital platform players lack whereabouts of where to disseminate information they are likely to register low sales volumes. Such instances work only

2.4.1.3. Production

Mwangi and Kagiri (2016), argue that production is an essential part of the operation department and is involved information to meet client needs effectively. In digital site, the production department designs the appearance of different platforms ensuring that they are appealing to customers as well as easy to navigate. If the appearance of the digital site is appealing the sales volume will increase since many customers would wish to advertise through attractive digital platforms. However, in the event that particular sites are poorly developed potential customers will fail to advertise through them thus decreasing the sales volume of the digital sites. Thus, as an internal process production is set up in a manner that ensures it matches anticipated organizational sales volume.

2.4.2. Customer Management Processes

Customer management processes are those acts undertaken with an aim of enhancing customer value. Mbuthia and Kariuki (2016) suggest that customer value is one of the major aspects that work in ensuring that customers are continuously managed within an organization. If customers feel that a digital media platforms value them they will always frequently visit them to check on the information to offer. They are freely willing to refer their friends and close relatives to the organization due to the value of the content. Such activities at the end increase the clients that an organization serves. Increased customers tend to boost the sales volumes of an organization as well as its profitability. Some the internal aspects that are related to customer management in online marketing are acquisition and growth.

2.4.2.1. Acquisition

Customer acquisition is an essential undertaking by any organization and it involves different offers that are aimed at enticing them. According to Nyaga and Muema (2017), organization can undertake this particular strategy through offering relatively considerate pricing, advertising, and sales representative. Once the customers become part of the organization, continued improvement of the products they demand most is given a priority. Through continuously updating information that interests the clients in both social media and specific websites traffic is created. This translates to customer loyalty, which is the dream of any organization. Loyal customers will always advertise through digital platforms that they have initially visited or found useful. Due to efforts made in acquisition the sales volume increase with increased client base as well as customer loyalty. However, an organization that has not invested in acquiring customers will often be subjected to decreasing sales volumes which result from customers leaving the digital sites to other sites that are more enticing.

2.4.3. Growth

According to Oyugi, Njuguna and Oloko (2014), organizations invest in growing with their customers, which involve a lot of efforts that are aimed towards retaining them. This calls for them to accord customers with continuous drastic experience as they interact in digital platforms which will ensure they remain loyal to the site. These changes allow customers to continuously appreciate what digital sites offer them and serve in encouraging them to continuous follow changes. Such practices are instrumental in increasing digital sale volume at the growth stage given that customers need to grow and the sites continuously restructure to meet there needs. Without efforts of changing and modifying digital marketing sites consumers are likely to be bored and shift to other platforms thus reducing the number of sales previously registered in some sites.

2.4.3.1. Innovation Processes

For an organization to remain strategically placed in a competitive environment innovation becomes of the essence. According to Kyengo and Wambui (2016), customers love to associate themselves with a digital platform that always comes up with new ways that solve their market needs. Such platforms invest much on market research to understand customer needs that are not properly met and through their different teams strategize on meeting these needs. This is only achievable through application of a dynamic team. Once innovation that meets customer needs are met customers definitely look upon the organization for their needs. They associate

themselves with the invaded superb sites. Innovation too affects sales volume in two major distinct ways in online marketing which are opportunity identification and product design.

2.4.3.2. Opportunity Identification

Innovations as an internal process involve identifying those opportunities that have not been identified by other players with an industry. Ndero and Ndero, (2016) are for the idea that once organization invent new ways of marketing their customer products online gain popularity and recognition. Their study looked at market penetration strategies used by football betting firms in Kenya. Such an opportunity gives a digital site a better position to gain profitability. Due to the identification of this opportunity the platforms diversify their market and improve current sales through sourcing new customers that could advertise in them. If the invented product is accepted by the consumer then organizational sales volume tends to increase.

2.4.3.3. Product Design

Product design involves coming up with new products or rebranding existing products to suit customer needs as suggested by Meierhofer and Gebauer (2016). Product design is more aligned towards improving the current status of an existing digital sites to meet the current technological trends by making them more presentable. It is a market strategy that is in most cases aimed at checking n competition. Once digital platform continuously rebrand they attract the attention of both existing and new customers. Through rebranding of these digital platforms are subjected to growth and increase in the number of people willing to advertise through them.

2.4.4. Regulatory Processes

Yohannes and Ayako (2016) found out that regulation processes are of essence in most digital platform that market customer products online. Though there have been no specific rules to control what is sold in online markets in Kenya some actions such as selling of blue movies and illegal drugs in digital sites are prohibited. Customers thus prefer to advertise through formal sites which are reputable across the country. In current times, however there have not been acute evidence of platforms being abused by both customers and holders. They have continued to adhere to set up regulations thus providing an avenue for increasing sales volume. Some of the key action that could further increase the sales volume across digital sites are setting up fixed prices of advertising and monitoring impersonation

2.4.4.1. Fixed Advertising Prices

Given that different digital players have different prices that they charge customers to advertise in their platforms such actions create a view that the online marketing platforms are surrounded by uncertainty. However, through harmonizing the costs of advertising in digital media platforms would work to create sanity in this particular market. This would shield customers from being overcharged as well as increasing the number of people able and willing to advertise online. Such actions would end up increasing the volume of sales made by industry players in digital marketing.

2.4.4.2. Monitoring Impersonation

Impersonation is becoming the order of the day in social media platforms as well as online marketing sites. Malicious personality may pay to put up a particular advertisement on digital sites to disadvantage or badly portray other concerned parties. Such acts tend to soil the reputation of those platforms that advertise unknowingly thus negatively inflicting on their future sales volume.

2.5. Chapter Summary

This chapter reviewed literature on the effect of strategy implementation on organizational performance based on Kenya digital media industry. The first section of the study reviewed the extent to which innovative digital ad tools affect digital media sales. The second section determined the extent to which online market share affect digital media sales volume and the third section determined how internal processes affect sales volume. The next chapter deals with the research methodology.

3. Research Methodology

3.1. Introduction

This chapter describes the research methods and procedures followed in conducting the research. The chapter adopted the following structure: The first part of this section discussed the research type, followed by an explanation of the research design. The second part explained the population of the study, sample technique and the sample size used in this research. The third section of the research methodology explained the data collection instrument used around the questionnaire, followed by the research procedure was used to gather the data and the end this chapter discusses the data analysis used in this study.

3.2. Research Design

A research design describes a plan, structure and strategy to be followed in order to realize the objective of the research. it provides a roadmap for the entire project. According to Reis and June (2013) Research design situates researchers in the empirical world and connects them to specific sites, persons, groups, institutions, and bodies of relevant interpretive material, including documents and archives. Burns and Grove (2003) defined research design as a blueprint for conducting a study with maximum control over factors that may interfere with the validity of the findings.

Descriptive research design was used for this study. Descriptive design was adopted as it aims at describing the nature of a situation as it exists at the time of the study and to explore the causes of particular phenomena. Traver (2013). A descriptive research design presents a complete description ('tell it as it is') of a phenomenon within its context. It involves an in-depth description of the phenomena in the study and will enable to reduce bias associated with qualitative research. This design was appropriate as it provided conclusive results among the research variables. The independent variables include: innovative digital tools and leading technology, online market share and competent employees and internal processes

Quantitative approach was used to answer the effect to digital strategy implementation on media organizations performance with the purpose of examining the cause and effect relation and understanding them from the participants' point of view. Berg (2004) defined a quantitative research as a study that quantifies variables; he further explains that the variables are measured and statistical models are constructed to explain what was observed. The phenomenon that forms the basis of the study that is digital media is a new field in the Kenyan academic research and the study therefore aimed at increasing the understanding of effect of digital strategy implementation on media organizations performance.

3.3. Population and Sampling Design

3.3.1. Population

Scott (2010) defined population as the total group of individuals or objects having common observable characteristics. The population of interest consists of 140 employees of 20 leading online media houses according to alexa.com (global page that tracks website traffic). The online media platform comprises of: Mpasho.co.ke (Radio Africa Group), the-star.co.ke (Radio Africa Group), Nation.co.ke, standardmedia.co.ke (Standard media group) sde.co.ke (Standard media group), mediamaxnetwork.co.ke, Tuko.co.ke (Genesis Technologies). Ghafla.co.ke, Citizen.co.ke (Royal Media Group), edaily.co.ke (Royal Media Group), Zumi.co.ke, Hivisasa.com, Plive.co.ke (Ringier AG), Kenyans.co.ke, Niaje.com, Omg.co.ke, kenyamoja.com, omgvoice.co.ke, Capitalfm.co.ke and ghettoradio.co.ke. The target population respondents will be digital marketing managers, online sales people/representatives and an individual from the finance department –for accurate sales figures- and are in a good position to answer all the research objectives.

Category	Total Population	Percentage of the Population
Mpasho.co.ke	6	4
the star.co.ke	8	6
Standard.co.ke	10	7
Nation.co.ke	7	5
SDE.co.ke	10	7
Mediamaxnetwork.co.ke	6	4
Tuko.co.ke	14	10
Ghafla.co.ke	2	1
Citizen.co.ke	15	11
Edaily.co.ke	7	5
Zumi.co.ke	4	3
Hivisasa.co.ke	5	4
Plive.co.ke	9	6
Kenyans.co.ke	5	4
Niaje.co.ke	6	4
OMG.co.ke	5	4
Kenyamoja.co.ke	3	2
OMGVoice.co.ke	5	4
Capital.co.ke	8	6
Ghettoradio.co.ke	5	4
Total	140	100

Table 1: Total Population Distribution
Source: Respective HR Departments

3.3.2. Sampling Design

3.3.2.1. Sampling Frame

A sampling frame is a complete list of all the members of the population that the researcher wishes to study. Welman and Krugler (2009). According to Cooper and Schindler (2006), a good sampling frame is inclusive of everyone in the targeted population, excludes those not in the targeted population and includes accurate information to contact individuals who are selected. In this study, the sampling frame included all digital marketing managers, at least 5 sales and marketing department reps and an accounting/finance representative. Their information was retrieved from the respective company Human Resource Management department.

3.3.2.2. Sampling Technique

Probability Sampling used in this research stratified random sampling. Probability sampling is the process of selecting a sample that allows identified subgroups in the defined population to be represented in the same proportion that they exist in the population. Population is divided into two or more groups or strata according to some common characteristic (Dr K'aol BUS 6220 class notes). For this study, the employees were placed in a stratum based on Years of digital media experience that is: Less than 2 years, 3-5 years, 6-10 years and over 10 years' experience and simple random sampling technique was then used to draw the samples across the strata.

3.3.2.3. Sample Size

Sample size is the number of observations in a sample Evans, E (2000). It is commonly denoted n or N . Sample size is a smaller set of the larger population and determining the sample size is important in a study as it helps collect and make accurate inferences

about the population. One advantages of using quantitative approach of research design in this study is the ability to use smaller groups of people to make inferences about larger groups that would be prohibitively expensive to study (Fisher, 2007). Mugenda and Mugenda (2003) argue that the sample must be carefully selected to be representative of the population and that there need for the researcher to ensure that the subdivisions entailed in the analysis are accurately catered for. Mugenda and Mugenda (1999) further suggest that a good sample is about 10% -30% of the accessible population. This is in order to ensure an equal distribution of respondents. According to Hussey and Hussey, (2008) sampling errors occur when probability sampling method is used to select a sample. This is accounted for in confidence intervals with confidence level of over 95% regarded as acceptable. With that in mind, this study will use a confidence level of 95%, the margin of error would be 0.5%. Using Yamane's, (1967) sample size formula, the sample size will be as follows:

$$n = \frac{N}{1 + N(e)^2}$$

$$= \frac{140}{1 + 140(0.05)^2}$$

$$= 104$$

Therefore, a sample size of 104 will be selected from the total population of 140 employees. The sample size was sufficiently large enough to produce results among variables that are significantly different. The sample population distribution is indicated in Table 2

Category	Total Population	Sample size	Percentage
Mpasho.co.ke	6	4	74
the star.co.ke	8	6	74
Standard.co.ke	10	7	74
Nation.co.ke	7	5	74
SDE.co.ke	10	7	74
Mediamaxnetwork.co.ke	6	4	74
Tuko.co.ke	14	10	74
Ghafla.co.ke	2	1	74
Citizen.co.ke	15	11	74
Edaily.co.ke	7	5	74
Zumi.co.ke	4	3	74
Hivisasa.co.ke	5	4	74
Plive.co.ke	9	7	74
Kenyans.co.ke	5	4	74
Niaje.co.ke	6	4	74
OMG.co.ke	5	4	74
Kenyamoja.co.ke	3	2	74
OMGVoice.co.ke	5	4	74
Capital.co.ke	8	6	74
Ghettoradio.co.ke	5	4	74
Total	140	104	74

Table 2: Sample Population Distribution

3.4. Data Collection Methods

The study used primary method to collect data. Questionnaires were used as they proved to be the most effective as data was collected in a short period of time, research was carried out with little effect to the study's validity and reliability and results were easily quantifiable using software packages. The questionnaire was structured and closed-ended. The questionnaire was divided

into four parts. The initial section asked questions concerning the general respondents' information. The second section aimed to establish how innovative digital ad tools affect digital media sales. The third section aimed to determine the extent to which online market share affect digital media sales volume and the fourth section aimed to examine how internal processes affect digital media sales turnover. A five-point Likert -type scale and rankings was used (ranging from strongly agree to strongly disagree) to reflect the appropriate levels of measurement necessary for statistical analysis.

3.5. Research Procedures

A pilot study was carried out before rolling out the main study to test the reliability and Validity of the questionnaires. The questionnaires were randomly issued to ten (10) employees. Their responses were not included in the final report but important to note that the ten were within the target population and match their characteristics. After the questionnaire pretest, suggestions on the improvement made were modified on the final questionnaire. The Content validity for this study was determined through expert opinion and the pilot study. Experts in digital media and strategic management (lecturer) were given the questionnaires to provide their opinion on the suitability of different measures and suggest possible ways of improving the content. To boost the response rate, a cover letter detailing the purpose and objective of the study, reason the subjects were chosen and a statement assuring the respondents of utmost confidentiality in their responses was issued. The researcher carried out the research task with the help of one research assistant who helped drop the questionnaires to the respondents as well as pick them. The research assistant also recorded the findings. This greatly enhanced data collection and record of appropriate responses speed.

3.6. Data Analysis Method

Data analysis is the process of editing and reducing accumulated data to a manageable size, developing summaries, looking for patterns and applying statistical techniques Cooper and Schindler (2014). The data collected was first reviewed for errors and omissions and corrections made where necessary together with the respondents for completeness and consistency. The data was then prepared for statistical package for social sciences software analysis through coding and tabulating. The coded data was then entered into the Statistical Package for Social Sciences (SPSS) program according to each variable of the study for analysis. The data was then analyzed using descriptive statistics. Descriptive analysis involves transforming a mass of raw data into tables, charts, with frequency distribution and percentages, which are a vital part of making sense of the data Mugenda and Mugenda (2003). The findings were then presented using tables and figures to facilitate comparison and give a clear picture of the research at a glance.

3.7. Chapter Summary

This chapter described the research method and procedures that was used in conducting the research. The section discussed the research type, followed by an explanation of the research design. The population of the study was explained. The research methodology discussed the sample technique and the sample size used in this research. The data collection instrument used was explained, followed by the research procedure used to gather the data and discussed the data analysis used in this study. The next chapter deals with the results and findings.

4. Results and Findings

4.1. Introduction

This chapter discusses the interpretation and presentation of the findings of the data collected by use of questionnaire. The purpose of the study was to investigate the effects of Strategy implementation on digital media industries in Kenya. The study was guided by the following objectives: to determine how innovative digital ad tools affect digital media sales, to establish how online market share affect digital media sales volume and to establish how internal processes affect sales volume.

The chapter presents an analysis of the results designed to address to the research objectives of the study. One hundred and four questionnaires were distributed to the respondents but the response rate was 87% with ninety questionnaires being collected from the field. The response rate was enough to comprehensively answer the research objectives. The results are indicated in the Table below:

Category	Target Respondents	Response	Response Rate (%)
Mpasho.co.ke	4	4	90
the star.co.ke	6	6	101
Standard.co.ke	7	5	68
Nation.co.ke	5	5	97
SDE.co.ke	7	5	68
Mediamaxnetwork.co.ke	4	4	90
Tuko.co.ke	10	10	97
Ghafla.co.ke	1	1	68
Citizen.co.ke	11	9	81
Edaily.co.ke	5	4	77
Zumi.co.ke	3	2	68
Hivisasa.co.ke	4	3	81
Plive.co.ke	7	5	75
Kenyans.co.ke	4	4	108
Niaje.co.ke	4	4	90
OMG.co.ke	4	3	81
Kenyamoja.co.ke	2	2	90
OMGVoice.co.ke	4	4	108
Capital.co.ke	6	6	101
Ghettoradio.co.ke	4	4	108
Total	104	90	87

Table 3: Response rate

4.2. General Information

The general information or section one of the research comprised of the gender, age, work experience in the company, department of employment, years of experience in the current field of work and education level.

4.2.1. Gender

The researcher sought to find out the gender of the target respondents involved in the study. The findings on Figure 1 established that 56 % of the respondents were male as compared to 44% who were females. Thus, the findings indicate that majority of the respondents were male.

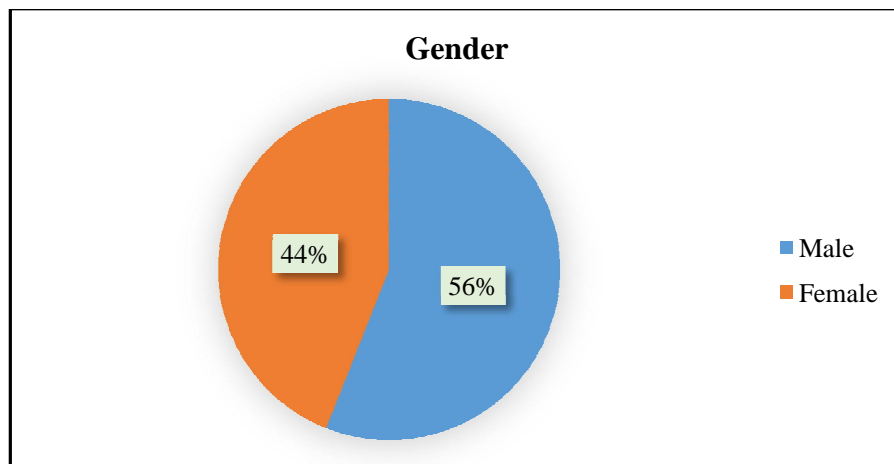


Figure 1: Gender

4.2.2. Age of Respondents

The study intended to determine the age of the target respondents involved in the study. This is because a study by Tereza (2016) indicated that digital media seem to be more important for younger adults further indicating that they transfer that interest into business. The findings on Figure 2 illustrates that 98.9% of the respondents were between 20-30 years and 1.1% of the respondents were aged 31-45 years. Thus, the findings indicate that majority of the respondents are above 20 years and below 30 years.

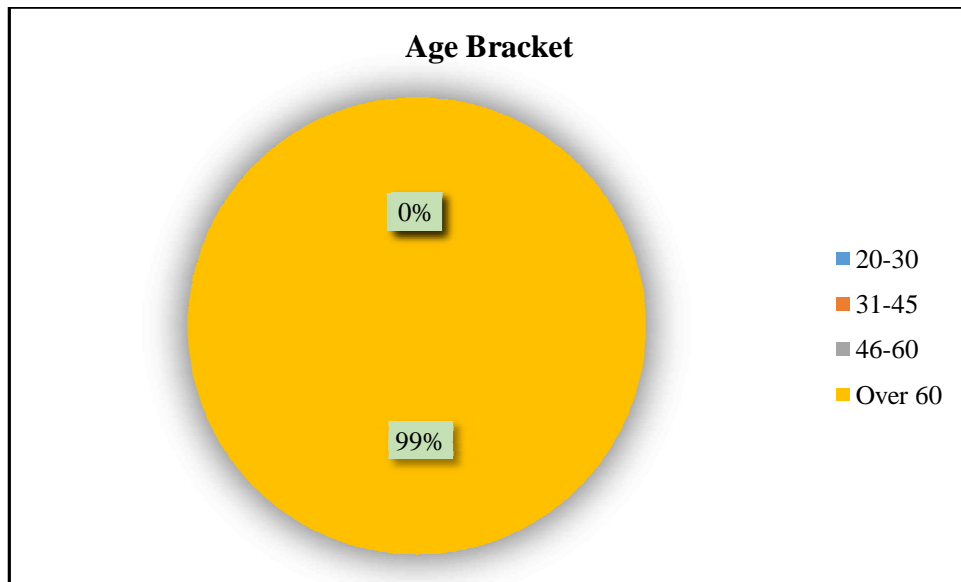


Figure 2: Age Bracket

4.2.3. Years of Experience

The researcher sought to find out the years of experience in the digital media field among the target respondents involved in the study as digital media field in Kenya is still in the early stages thus the need to find out the wealth of experience in the sector from practice either locally or internationally. The findings on Figure 3 illustrates that 80% of the respondents had worked for less than 5 years, 10% had worked between 6-10years and another 10% had worked for over 10years.

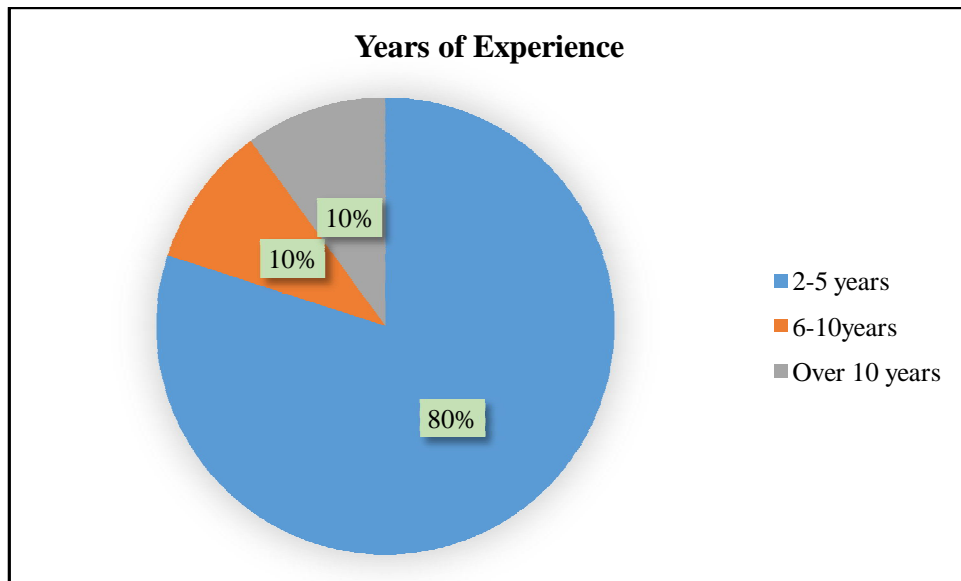


Figure 3: Years of experience in the digital media field.

4.2.4. Education Level

The study sought to determine the education level of the respondents from those involved in the study. Figure 4 indicate that, 8.9% had secondary education, 1.1% college level, 75.6% university-undergraduate education and 14.4% graduate education. The findings indicated that majority of the respondents had tertiary education, satisfactory to provide responses on digital media strategy implementation.

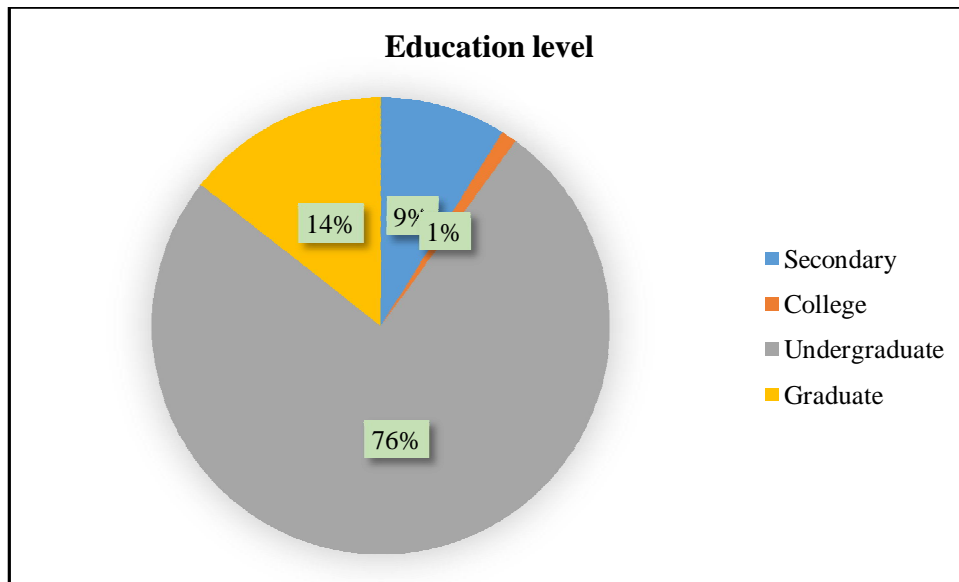


Figure 4: Education level

4.2.5. Importance of Digital Media Platform for the Overall Performance of the Company

The research aimed to determine the importance of digital media platforms on the overall performance of the media house. Figure 5 indicate that majority of the respondents 86.7% viewed the platform as critical with 13.3% said the platform is very important. This is because majority of the media houses use these digital platforms to communicate to their readers through contents presentation and feedback gathering and the platform also acts as source of extra revenue a boost to sales and profit.

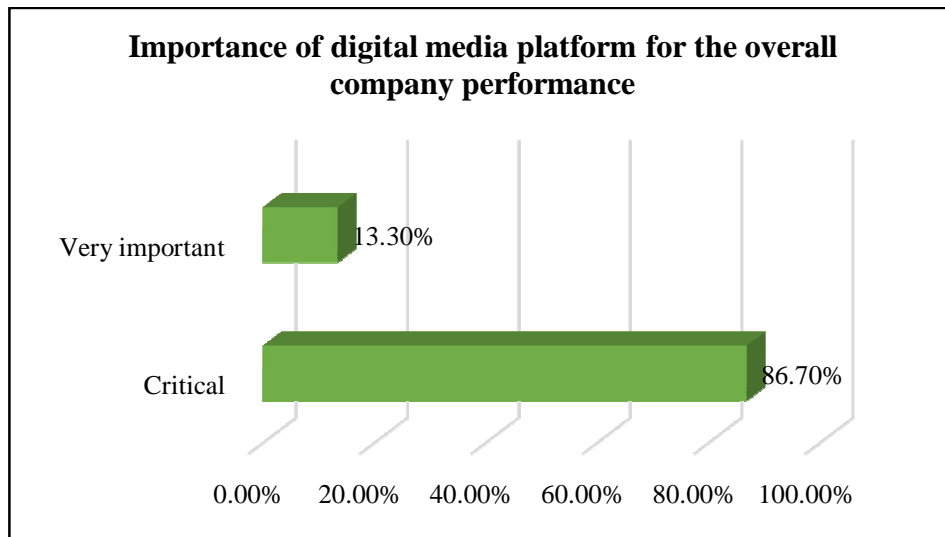


Figure 5: Digital Platforms importance for a company's performance

4.2.6. Satisfaction with the Digital Media Department.

The research aimed to investigate whether the respondents were satisfied with the performance of the digital media department. Figure 6 indicated that majority of the respondents (38.9%) were satisfied, 37.8% were highly satisfied as it's a new industry and growing a very high rate thus the strategies in place seem to be working and aiding in the growth of this industry, 21.1% were neutral and 2.2% were dissatisfied as they felt a lot of digital in the digital media field in the Kenyan market is yet to be exploited thus still room for more growth.

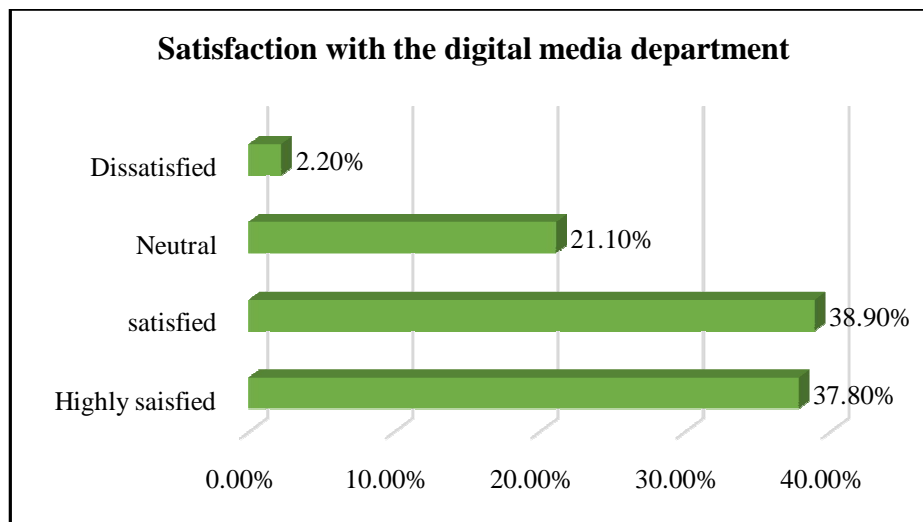


Figure 6: Satisfaction with the digital media department

4.2.7. Satisfaction with the Strategies to Improve Digital Marketing Department

The research aimed to investigate whether the respondents were satisfied with the current strategies in place to improve the performance of the digital marketing department. Figure 7 indicated that majority (42.2%) were highly satisfied, 37.8% were satisfied as most of the strategies are tailor made for the Kenyan market and industries where advertising is involved as in most times stakeholders, the media houses, agencies, public, government and others are involved in the formulation process., 12.2% were neutral and 7.8% were dissatisfied as most of this strategies are not well communicated and if so are not well understood case in point Majority of employees think most of the digital strategies are to be implemented by the IT department.

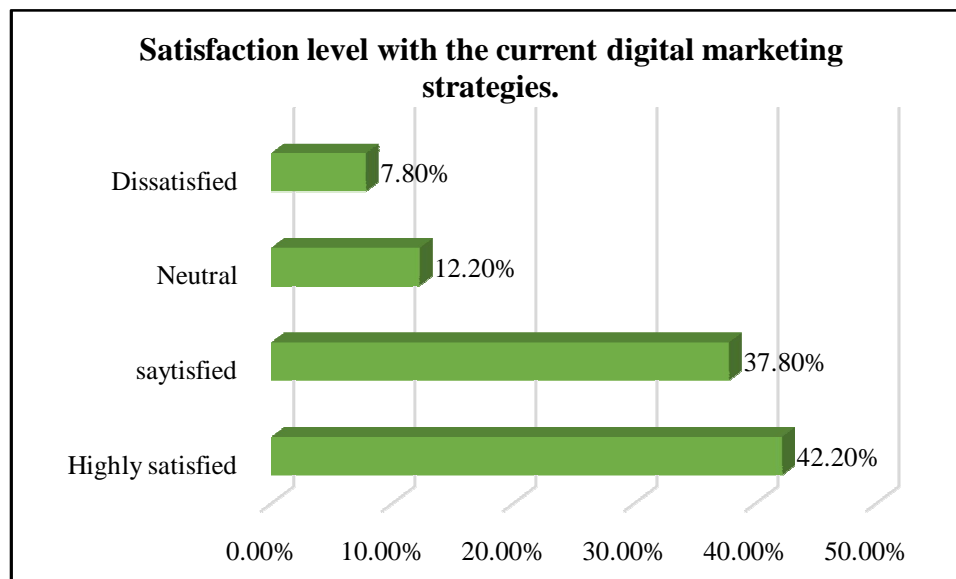


Figure 7: Satisfaction with the strategies to improve digital Marketing.

4.3. Effect of Innovation on Digital Media Sales

4.3.1. Rating of Effect of Innovation on Digital Media Sales

The study intended to investigate the effect of innovative digital ad tools on digital media sales from the respondents involved in the study, the findings indicate that a substantial proportion of respondents suggested that their platform uses at least 4 digital ad tools on their site (m=3.8). This means that different media houses consider innovative ad tools as one important factors to boost sales. This was followed by a large number of respondents who suggested that there are structures and policies in place to support innovation (M=3.72) meaning many digital companies are being thoughtful on the innovation approach and tying the company activities to the set goals. Thirdly, a number of respondents suggested that they use technology and programs to gather data or track user behavior on our site on their sites (m=3.7) as the tracking system gives a guideline on what direction to head depending on the need detected from the gathered data. Fourth, the respondents identified that the backend systems are able to handle over 15 active ad tools and editorial system running co-currently without failure, breakdowns or delays M=3.64 which is key as failure of this system may affect the traffic

on the webpage. Fifth a number of respondents indicated that their platforms offer performance based ad told (M=3.61) thus able to measure cost per click, impressions and per action.

A number of respondents indicated that competitor's behavior is the main reason for their platforms ad tool innovation (M=3.53) as they have to be at par with what competitors are doing. Also, a few respondents cited market opportunities and user behavior as the main reason for ad tool innovation (M=3.52) they actively look for untapped innovative areas and cease the opportunity. A few respondents indicated there are plans to re-design their platform in the next 6 months (M=3.4) which is advisable to keep the page look fresh and inviting. Few respondents cited company strategies in relation to technology as the major reason for ad tool innovation (m=3.32) reason being the many media firm's digital strategy is not well communicated. Few companies have exclusive rights to at least 2 of our ad tool manufacturer in Kenya (m=3.2) due to the high cost for exclusivity meaning few enjoy the monopoly aspect that comes with the exclusivity and also very few respondents agreed that their platform is optimized for both desktop and mobile consumption (m=2.5) meaning that a number of viewers are missing out on accessing the platform. The findings are presented in Table 4

Effect of innovative digital ad tool on Digital media sales	S. Disagree (%)	Disagree (%)	Agree (%)	S. Agree (%)	Mean	Std. Dev.	rating
Our digital platform is optimized for web/app and tablet media consumption.	2.2		43.3	54.4	2.5	0.545	11
There are plans to redesign the site/platform in the next 6 months		2.2	52.2	45.6	3.4	0.616	8
There are plans to upgrade/change the ad product placement offered on the site	2.2		30	67.82	3.63	0.608	5
We use technology and programs to gather data or track user behavior on our site	2.2		16.7	81.1	3.7	0.562	3
Of the following ad tools: Banner, Content roll(TVC), Rich media, Profit button, hot button, SEO Optimization, PR articles and Native ads. Our platform uses at least 4 tools.			13.3	86.7	3.8	0.342	1
Our Platform offers performance based ad tools i.e. able to measure cost per impression (CPM), cost per click(CPC) and cost per action(CPA)			38.9	61.1	3.61	0.487	5
Our backend system is able to handle over 15 active ad tools and editorial system running co-currently without failure, breakdowns or delays.			35.6	64.4	3.64	0.481	4
We have exclusive rights to at least 2 of our ad tool manufacturer in Kenya	2.2	11.1	50.6	36.7	3.21	0.727	10
Market opportunities and user behavior are the main reason for our ad tools innovation	1.1		43.3	55.6	3.52	0.564	7
Competitor behavior is the main reason for our platforms ad tool innovation	1.1	5.6	32.3	61.1	3.53	0.657	6
Company strategies in relation to technology is the major reason for our online media platform ad tools innovation.	2.2		61.1	36.7	3.32	0.596	9
There are structures, policies and resources in place to support innovation			27.8	72.2	3.72	0.45	2

Table 4: Effect of innovative digital ad tool on Digital media sales

4.3.2. Correlation between Innovative Digital Tools and Digital Media Sales

This section intended to determine the correlation between innovative ad tools and digital media sales. The findings in Table 5 suggested that there was a strong correlation between the having innovative digital ad tools and structures, policies and resources in place to support innovation ($r=0.346$, $p<0.01$).

		We use technology and programs together data or track user behavior on our site	Our platform offers performance based ad tools i.e. able to measure cost per impression, cost per click and cost per action	There are structures, policies and resources in place to support innovation	Company strategies in relation to technology is the major reason for our online media platform ad tools innovation
Satisfaction with the innovative digital ad tools	Pearson correlation	-.244*	-.052	.346**	.205*
	Sig. 2 tailed	.013	.605	.000	.043
	N	90	90	90	86

Table 5: Correlation between innovative digital ad tools and digital media sales

***. Correlation is significant at the 0.01 level (2-tailed).*

**. Correlation is significant at the 0.05 level (2-tailed).*

4.4. Effect of Market Share on Digital Media Sales

4.4.1. Rating of Effect of Market Share on Digital Media Sales

The study intended to investigate the effect of online market share on digital media sales. The findings indicate that a substantial proportion of the respondents claimed that they are available on social media site like Facebook, twitter, you tube etc. (m=3.72) where they share news on form their platform adding on to the webpage market share. This was followed by a number of respondents who indicated that their average conversion rate percentage of users who take a desired action as instructed in ad) is between 0.5%-0.7%. (M=3.58) This is admirable CTR which is most likely to increase sales in the future. Thirdly, a number of respondents agreed that they have partnered with other ad networks like Google ad sense (m=3.49) who are allowed to place their client's ad on their platform which is an additional avenue for sales revenue. A number of respondents agreed that that their current market share is as a result of unique competitive digital strategies (m=3.42) that give the company an advantage over their competitors. And also, a number of respondents agreed that their market share positively relates to the webpage ROI (M=3.39) as market share rises turnover of investments and also increases profit margin on sales sharply.

Quite a number of respondents agreed that their platform has targeting options (m=3.38) to be able to target their ad based on a person previous search or interest. A few respondents indicated that market share drives their business strategy (m=3.23) as Marketers need to be able to translate and incorporate sales targets into market share because this will demonstrate whether forecasts are to be attained by growing with the market or by capturing share from competitors. A few respondents agreed that 70% of our clients are return buyers (m=3.00) as returning requires an active decision and action on the part of a client. A less number of respondents agreed that over 70% of inventory sold on their platform is media content buy as opposed to audience buy (M=2.92) as advertisers are demanding more direct and broader access to the audience that they believed to be ripe for conversion. And very few proportion of the respondents agreed that Current market share is as a result of our content and favorable prices (M=2.39) with majority arguing that current market share is as a result of unique competitive strategies. The findings are presented in Table 6

Effect of online market share on digital media sales.	S. Disagree (%)	Disagree (%)	Agree (%)	S. Agree (%)	Mean	Std. Dev.	rating
Our platform has online targeting option e.g. based on demographic, behaviors, income etc.			62.2	37.8	3.38	0.488	6
Our platform is available to advertisers and users via social media platforms i.e. Facebook, Twitter, YouTube, Instagram etc.			27.8	72.2	3.72	0.46	1
Over 70% of inventory sold on our platform is media content buy as opposed to audience buy.	25.6		31.1	43.3	2.92	1.21	9
70% of our clients are return buyers.			46.7	53.3	3	0.502	8
Our Ad tools have an average CTR of 0.5%-0.7%			42.2	57.8	3.58	0.497	2
Our platform has partnered with CPC, PPC ad networks or search engine syndication or contextual ad programs like Google ad sense, Vibrant Media, Kontera.	2.2	7.8	28.9	61.1	3.49	0.738	3
Our platforms market share drives our business strategy	2.2		70	27.8	3.23	0.576	7
Our market share positively relates to the sites ROI.	14.4		32.2	53.3	3.39	0.73	5
Current market share is as a result of unique competitive strategies.	8.9		31.1	60	3.42	0.887	4
Current market share is as a result of our content and favorable prices	11.2	38.8	50		2.39	1.156	10

Table 6: Effect of online market share on digital media sales

4.4.2. Correlation between Market Share and Digital Media Sales.

This section intended to determine the correlation between the current market share and digital media sales. The findings in Table 7 suggested that there was a strong correlation between digital media sales and the availability of the platform via social media pages at ($r=0.292$, $p<0.01$).

		Our platform has online targeting options e.g. based on demographics, behaviors, income etc.	Our platforms market share drives our business strategy	Current market share is as a result of our content and favorable prices	Our platform is available to advertisers and users via social media platforms i.e. Facebook, twitter, YouTube, Instagram etc.
Current online market share.	Pearson correlation	-.045	-.226*	-.216	.292**
	Sig. 2 tailed	.651	.022	.029	.004
	N	90	90	90	85

Table 7: Correlation between market share and digital media sales

** Correlation is significant at the 0.01 level (2-tailed).

* Correlation is significant at the 0.05 level (2-tailed).

4.5. Effect of Internal Process on Digital Media Sales

4.5.1. Rating of Effect of Internal Process on Digital Media Sales

The study intended to investigate the effect of internal processes on digital media sales. The findings indicate that a substantial proportion of the respondents claimed that the core team had received training in the last 12 months ($m=3.70$) to strengthen their skills and bring all employees to a higher level so they all have similar skills and knowledge. This was followed by a number of respondents who indicated that there is a compensation framework in place for sales rep for the sales they acquire ($m=3.61$) as a sure way to keep them motivated. Thirdly, a number of respondents agreed that there is a system in place that ensures constantly improvement of asset utilization ($m=3.34$) as an increase in asset utilization means the company is being more efficient with each shilling of assets it has. Fourth, a number of respondents mentioned that have systems in place that have lowered the service delivery time cycle and not compromising quality ($m=3.33$) which improve business performance in terms of efficiency which is key in an industry that demand real time content. Fifth, a number of respondents agreed they are satisfied with the operations of their digital platforms ($m=3.31$) from the operations of the webpage, content generation, ad placement to analysis of traffic as all operation are linked to each other.

Quite number of respondents indicated that there are policies and structures in place to encourage creativity especially for employees who provide intellectual capital ($m=3.30$). This is because creativity brings forth ideas that sets a company apart from one another and without creativity and innovation, every company would follow the same patterns in their mode of operation. A few respondents agreed that their sales and marketing team is located in at least 3 major cities in the country. ($m=3.18$). Respondents from big, well established media houses agreed to this whereas for relatively new media houses are only located in Nairobi. A few respondents agreed that they good relation with external stakeholders ($M=3.16$) as in the industry of writing content (News) they most often rub the big advertisers the wrong way is something negative is featured on the site. Also few respondents agreed that they have a system in place to measure customer satisfaction and customer relation ($m=3.10$) hence hard for track a customer's accordingly and not able to determine which customer can be profitable and which not and finally very few respondents agreed to have quality assurance department that ensures services offered are of high standards and delivered on time ($M=2.94$) majority of the respondents pointed out that news content is in most cases not subjected to quality checks in most cases the site is chasing viewership which ends up hurting the sales department as some advertisers are keen on content before agreeing to advertise on a given webpage. The findings are presented in Table 8

Effect of Internal process on Digital media sales	S. Disagree (%)	Disagree (%)	Agree (%)	S. Agree (%)	Mean	Std. Dev.	rating
We have a system to measure customer satisfaction and customer relations.	14.4	7.8	31.1	46.7	3.1	1.06	9
Our sales & Marketing team are located In at least 3 major cities in the country.	17.8	7.8	13.3	61.1	3.18	1.176	7
Our Key team i.e. Editorial and Sales & marketing have received training (Formal/ informal) in the last 12 months.			30	70	3.7	0.461	1
There is a compensation framework in place for sales rep for the sales they acquire.	2.2	2.2	27.8	67.8	3.61	0.648	2
We have policy's and structures in place that encourage creativity especially for employees who provide intellectual capital		23.3	23.3	53.3	3.3	0.83	6
We have a quality assurance department that ensures services offered are of high standards and delivered on time		25.6	54.4	20	2.94	0.676	10
There is a system in place that ensures we constantly improve our asset utilization.	2.2		58.9	38.9	3.34	0.603	3
We have systems in place that have lowered the service delivery time cycle and not compromising quality.		1.1	64.4	34.4	3.33	0.497	4
We have a relatively good relation with external stakeholders		44	75.6	20	3.16	0.472	8
Overall, I am satisfied with the operations of our platform			68.9	31.1	3.31	0.466	5

Table 8: Effect of Internal process on Digital media sales

4.5.2. Correlation between Internal Processes and Digital Media Sales

This section intended to determine the correlation between satisfaction internal process in place and digital media sales. The findings in Table 9 suggested that there was a strong correlation between digital media sales and the compensation framework inn place for the sales rep at ($r=0.0.315$, $p<0.01$).

		Overall, I am satisfied with the operations of our platform	We have quality assurance department that ensures services offered are of high quality and delivered on time	There is a compensation framework in place for sales rep for the sales they acquire	Our sales & marketing team is are located in at least 3 major cities in the country
Satisfaction with the current internal processes in place	Pearson correlation	-.208*	-.376**	.315**	.169
	Sig. 2 tailed	.036	.000	.001	.090
	N	90	86	90	90

Table 9: Correlation between internal processes and digital media sales

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

4.6. Chapter Summary

This section presented the findings of the study in relation to the extent to which Innovative digital ad tools affect digital media sales, the findings on effects of online market share on digital media sales as well as effects of internal processes on digital media sales. The next chapter is on the discussion, conclusion and recommendations.

5. Discussion, Conclusions, and Recommendations

5.1. Introduction

The following chapter concludes this report. A summary of the research is presented, and findings of the study are comprehensively discussed and interpreted. The significance of this research in the topic effects of strategy implementation on the performance of digital media industry in Kenya is examined with the specific research objectives in mind. Recommendations for further research end the chapter.

5.2. Summary

The purpose of the study was to establish at the effects of strategy implementation on the performance of digital media industry in Kenya. The research was guided by objectives of finding out how innovative digital ad tools affect digital media sales; how online market share affect digital media sales volume and how internal processes affect sales volume.

The study used descriptive research design. The population of interest will consist of 140 employees of online media companies. A sample size of 104 was selected using stratified sampling method. Data was collected using structured questionnaires. The data was analyzed using the Statistical Package for Social Sciences (SPSS) into frequency distribution and percentages and was presented using tables and figures.

On the effect of innovative digital ad tools on digital media sales, the research established that innovative digital tools positively affect sales volume. For this reason, most companies try to optimize their sites for the best user experience which helps boost their sales levels. Moreover, companies keep changing their sites to accommodate better strategies and features in the market. 54.4% of the interviewed population reported that their digital platforms were optimized for web/app and tablet media consumption and played an important role in enhancing sales level. 43.3% strongly agreed whereas 2.2% disagreed. 52.2% of the respondents agreed that there were plans to redesign their platforms to accommodate more current and advanced tools that would improve sales. 45.6% agreed and 2.2% disagreed. 67.8% strongly agreed that there are plans to upgrade/change the ad product placement offered on the site to be more efficient and attract more business. 30% agreed and 2.2% strongly disagreed. On the use of technology and programs to gather data or track user behavior on our site which is key to track, measure current sales as well as project future sales, 81.1% strongly agreed, 16.7% agreed, and 2.2% strongly disagreed. On whether their companies used technology and programs to gather data or track user behavior on our site which is key to track, measure current sales as well as project future sales, 81.1% strongly agreed, 16.7% agreed, and 2.2% strongly disagreed. 78% of the respondents strongly agreed that their platform used at least 4 of the latest ad tools to enhance sales that are Banner, Content roll (TV), Rich media, Profit button, hot button, SEO Optimization, PR articles and Native ads; 12% percent agreed. 61.1% strongly agreed that their platform used performance-based ad tools to measure tools whereas 38.9% agreed. 64.4% agreed that their backend system is able to handle over 15 active ad tools and editorial system running at the same time without failure. 34% marked "agree". 50% strongly agreed that their companies had exclusive rights to use at least 2 ad tools in Kenya from the manufacturer. 36.7% strongly agreed, 11.1% disagreed, and 2.2% strongly disagreed. 55.6% strongly agreed that market opportunities and user behaviors were the main reason for their ad tools innovation, 43.3% agreed, and 1.1% disagreed. 61.1% of the respondents strongly agree that competitor behavior is the main reason for their platforms ad tool innovation in that they copy what our competitors are doing in a bid to increase sales volume. 32.2% of the respondents agree, 5.6% disagree and 1.1% strongly disagreed. 61.1% agree that company that company strategies to increase sales in relation to technology is the major reason for their online media platform and ad innovation, 36.7% strongly agree, and 2.2% disagree. 72.2% agree that there are structures, policies, and resources in place to support innovation and 27.8% agree.

On the effect of market share on sales volume the research established that online market share has a positive impact on sales volume. For example, 62.2% agree that their platform has online targeting option while 37.8% strongly agree that their platforms have online targeting option e.g. targeting based on demographic, behaviors, income etc. which increases sales for target based campaign. Similarly, the respondents have a positive view about the presence of their companies on social media. 72.2% strongly agree that their platform is available to advertisers and users via social media platforms while 27.8% agree. They attribute this has led to increased market share on web pages which translates to more sales. 57.8% of the respondents agree that their ad tools have an average CTR of 0.5%-0.7% which depicts a good number of the market share clicking through the ads on the webpage while 42.2% agreed. Through their companies such as partnering with CPC, PPC ad networks 61.1% strongly agree that this has increased sales volumes; 28.9% agree and 2.2% disagree. Concerning market share effect on business strategy and sales level, 70.0% of the respondents agree it drives their business strategy which enhances sales level; 27.8% strongly agree and 2.2% strongly disagree. Market share is as a result of content and favorable prices. 60% strongly agree that their current market share is as a result of their content; 31.1% agree, and 8.9% strongly disagree.

On the effect of internal processes on sales volume, the research established they internal processes play a significant role in influencing media sale. For instance, most of the companies have internal systems to monitor and evaluate sales. 46.7% strongly agree that they have a system to measure customer satisfaction and customer relations; 31.1% agree; 14.4% strongly disagree and 7.8% disagree some of which even recommended new clients. Most of the companies also had presence in major cities in the country which is attributed to increased sales. 61.1% of the respondents strongly agree that their sales and marketing team are located in at least 3 major cities in the country, 17.8% strongly disagree, and 7.8% strongly disagree. The online digital companies' employees receive training to improve on their tasks which reflects positively on the sales volume. 70 percent of the respondents agree that their key team have received training in the last 12 months to improve the quality of content and service whereas 30% agree. The companies have other forms of employee motivation. 67.8% strongly agree that there is a compensation framework in place for sales rep for to keep them motivated to bring more sales; 27.8% agree, 2.2% disagree, and 2.2% agree. Equally, 53.3% strongly agree that they have a policy and structures in place to encourage creativity for employees who provide intellectual capital; 23.3% agree, and 23.3% disagree. 54.4% agree; 20% of the interviewees strongly agree that they have a quality assurance department that ensures services provided are of high standards and delivered on time and 25.6% disagree. 58.9% strongly agree that there is there is a system in place that ensures they constantly improve their asset utilization to get the maximum value in terms of revenue; 38.9% strongly agree, and 2.2% strongly disagree. 64.4% agree that they have systems in place that have lowered the service delivery time cycle and

not compromising quality which appeals to client translating to more business; 34.4 strongly agree, and 1.1% disagree. Overall, 68.9% agree that they are satisfied with the operations of their platform and 31.1% strongly agreed.

5.3. Discussion

5.3.1. The Effects of Innovative Digital Ad Tools on Digital Media Sales

The study shows that nearly all media houses have adopted innovative digital ad tools to generate online revenue. The study has revealed that these platforms serves as a point of interaction between the media houses and their customers or readers True to the findings, most digital companies ensure that their online platforms are fully optimized which enhances sales level as the platform serves as an extra news outlet that will lead to revenue generation through online advertising This is in agreement with Mangold and Faulds (2009) who stated that news platforms social media have made it possible for businesses to communicate with millions of people about their products and services and has opened new marketing opportunities in the market.

The study showed that innovative digital tools also increase the reach of online campaigns which aids immensely in boosting sales due to the reflection of good analysis. This often assists in locking new clients who often ask for webpage analysis. This is in agreement with cizmecci (2015) who concluded that digital marketing communication tools increase brand awareness and that these tools are important in generating sales for companies in future.

The study also reveals that as the internet enabled application and tools keeps changing and new features are introduced or the existing ones improved to increase their performance, effectiveness of digital ad tools is guaranteed, a factor that have reduced cost significantly translating to increase in sales volume. This explains why most employees agree that there were plans to redesign their platforms to incorporate more current and advanced tools. This is in line with Teo (2005) findings that many digital firms are investing heavily (to the tune of Millions of dollars) in business intelligent software's to gather and analyze operational data and gain further understanding on how to optimize business operations. These new tools serve many functions such as track consumer behavior, measure current sales as well as project future sales. Notably, digital companies combine a variety of tools for maximum effect as stated by the majority of the respondents. Zhang (2013) explains that digital marketing tools are critical in generating sales for companies.

In addition, digital companies use these ad tools to gauge the level of competitors and come up with counter strategies. This is backed up by the 48.9 % respondents who strongly agree that competitor behavior is the reason for their platforms and tool innovation. For example, if company A is using sponsored ads, company B may adopt the same approach to boost their reach and share of the online readers. These ad tools help companies have a competitive edge as well as monitor their rival's performance. Digital media companies also ensure they invest in a powerful backend system and as was backed by 64.4 % of our respondent. The backend system should be capable of handling all other different key systems without failure or delays. The system should have the capability to handle the key departmental systems and at the same time handle large traffic i.e. people visiting the page. Great emphasis should be put on the backend system as it answers the question of how value us created, delivered and captured. In an industry where companies are duplicating what competitors are doing, only the face value can be duplicated but with no understanding or capabilities of the back-end system it's impossible to copy. An effective, innovative backend system for a media house is a guarantee of competitive advantage which is reflected through factors like low prices, quality and unique services all which boosts sales.

Media houses are setting up foundation that supports innovation strategy. Four areas that are being used to enhance this as suggested by White (2011) are: Leadership where key leaders ensure systems, policies and mechanisms are in place to support innovation as well as allocate critical resources for the activity. Engagement where a knowledge based culture is encouraged through training, development and mentoring. Alignment whereby organizational systems are building a fit to support innovation as well as tying reward to innovations achievement and lastly extension by havingsufficient knowledge of the media industry so that new ideas lead to action through a filter of experience.

5.3.2. The Effect of Online Market Share on Digital Media Sales.

The study revealed that a majority of employees strongly agree that online market share affects digital sales volumes. Companies that have the largest online market share have the most media sales volumes as it's a measure of readers' preference over other online news sites. Successfully quantifying online market share allows businesses to gain perspective on how well their online operations are performing. Like in traditional media, advertisers consider reach of these digital media platforms before placing ads. Hobbs (2010) confirms that clients to digital sites are more interested in platforms that have wide market share which is gauged on user's engagement, page views, and bounce rate. Also considered for market share is content as different content appeal to different segments of the populations. The youths, for example, tend to value entertainment, sports, and celebrity gossips. 62.2% of the interviewed population confirms that their companies have online targeting options which are based on demographics, behaviors, and income among others.

Concerning content, most online digital companies believe that quality articles and videos would boost their media sales. 43.3% of the respondents strongly agree that over 70% of inventory sold on their platform is media content buy as opposed to audience buy which translates to increase revenue. 31.1% agree and 25.6% strongly disagree. To increase their market share, companies use online marketing channels such as CPC, PPC ad networks, or search engine programs like Google ad sense. 61.1% of the respondents strongly agree that their platform has partnered with several online marketing companies to boost their sales. A majority of the respondents (70.0%) agree that their platform market share drives their business strategy which improves sales level. Thumbi (2012) pinpoints out those digital sites with the largest social media followers are ideal because ads placed by advertisers reach the largest possible number of customers with ease. Akinfemisoye and Deffor (2014) confirm that traffic in digital sales is one of the major

determinants of its market share. Most marketers will prefer to advertise in those digital sites that generate traffic to ensure that customers catching up with news can also view services and products advertised.

Finally, online market share allows media houses to quantify the impact their strategies and tactical execution have had on business results which can be gauged by sales result. Tudor (2016) states that the ability to measure the impact of an online campaign as one reason why digital marketing is important to all companies.

5.3.3. The Effect of Internal Processes on Digital Sales.

The study showed that it is the internal processes that determine whether a company will be successful or not. Most digital companies have internal processes that ensure that their customers and other stakeholders are satisfied with the services offered, this is in line with Singh & Pattanayak (2014) finding that positively linked customer satisfaction to shareholders value creation. Most internal processes are related to the business systems that ensure the operations and stability of the media houses. In line with Savkin (2016) internal process perspective of the balance scorecard, the study looks at the digital media houses internal process from three key perspective: Customer intimacy perspective which looks to see effective customer relationship management systems and most online media platforms were found to have systems in place to measure customer satisfaction and customer relations and general support service. Basically, this is achieved through reviews where the involved parties' award marks based on their interactions with the companies.

The second perspective is the product leadership perspective which looks to see new services develops in the market. Hopkin (2011) noted that the key to success for any business is product leadership. He further states that with product leadership ideas flow, quality products and services are released and the volume of sales also increases. This is in line with innovation discussed earlier as well as increasing speeds and coverage and as evident from the research, most serious media companies have their offices in major towns. In addition, they improve their employees through training them on latest or important skills key in developing new products and 70 percent agree that their key team have received training in the last 12 months to improve the quality of content and service whereas 30% agree. Besides, they have systems in place to ensure that their employees feel motivated and are engaged. Motivated employees perform their duties more effectively than those who are less motivated.

Finally, the operations excellence perspective is key as noted by Christopher and Christopher (2016) it looks to the implementation, support and driving the digital strategy by giving it a unique and long-term advantage. Operations of a digital media house that looks to ensure decrease in operations cost and cycle time which is seen when 64.4% agree and 34.4% strongly agree that that they have systems in place that look to see lowered service delivery time cycle and not compromising on quality. This perspective also looks to ensure high quality of standards and delivery time and from the study where 55% agreed and 20% strongly agreed that they have a quality assurance department that ensures services offers are of high standards and delivered on time.

Other internal process that affect sales volume and should be keenly looked into in the business relationship with external stakeholders i.e. Suppliers, Government regulators, clients, Celebrities etc. Media houses try to ensure good relations with external stakeholders as they are either involved in or affected either positively or negatively by their actions this is evident from the 76 % who agreed and 20% strongly agreed that they had a relatively good relation with external stakeholders.

5.4. Conclusions

The study concludes that innovative digital ad tools affect digital media sales positively. From the research, it is clear that online media companies are highly dependent on technology to run the business effectively and efficiently.

Innovative technology is key in streamlining sales technique and processes as with innovative ad tools, digital media company can leverage on enriched user experience, and Big data and analytics whereby with big data, the sales department can now manage critical sales process that have been traditionally been labor intensive process and with analytics capabilities, the sales team is able to focus their sales efforts on the most promising and profitable activities and customers.

From the study, it can also be concluded that Market share greatly affect sale volume as increase in market share in relation to competitors was found to increase opportunities which translates to increased sales coverage and the ability to identify shifts in ad and consumption purchasing behavior. Media houses with a high market share has reputation as market leaders which comes with its own advantage such as the ability to control pricing and increased bargaining power with channel members.

Finally, from the study it can be concluded that internal processes play a significant role in influencing online media sale. The Researcher identified 3 internal processes that affect online sales which are operation (supplies, distribution and Production.) Customer management processes used to monitor the ways clients are handled and satisfied and very important as the better the relationships the easy it is to generate revenue and innovation process which should be founded on creativity as it's an important indicator of media houses sustainability in an industry that has been characterized by a lot of change.

5.5. Recommendations

5.5.1. Recommendation for Improvement

5.5.1.1. The Effects of Innovative Digital Ad Tools on Digital Media Sales

Digital media companies should be flexible to adopt the latest ad tools and innovations as a whole in their industry. The ad tools should keep changing and they should always have the latest ones which will come with first advantages such as effective customer experience, increased engagements and streamlines operations. The innovations should also consider the audience first as that's where

opportunity lies. They should make sure they offer solutions as the audience are always looking for solutions. And finally the media houses should encourage creativity as a critical process in innovation and in the digital marketing line, creativity should be encouraged in the following three areas: Adventuring i.e. to experiment on new digital marketing innovative ideas and allow room for mistakes, Confronting by encouraging deliberate innovative debates among the marketing department and finally portfolio of skills to encourage digital marketing department to stretch beyond their normal boundaries into new domain.

5.5.1.2. Effect of Market Share on Digital Media Sales?

Digital companies should place more focus on improving their market share: market share plays an essential role in determining media sales through ways like brand awareness and better bargaining position They can increase their market share by having quality content and increasing their presence on the internet through sponsoring their content to reach more people and also using social pages like Facebook, Twitter, Instagram, Snapchat etc. to increase their audience as the audience is discovering specific content via social media rather than going to the actual webpage as they follow specific writers and curators who help them locate the best content on the web

5.5.1.3. Effect of Internal Processes on Digital Media Sales

Digital companies should have effective internal processes. This includes monitoring their day-to-day functions, evaluating their functions, and managing employees for better output. In a bid to streamline the internal processes the company should analyze the Resources i.e., Product quality of all media houses brand, existing overall brands, employee capability, product portfolio analysis and the Capabilities to identify internal strategic strengths, weaknesses, problems, constraints and uncertainties. The internal processes should cover all departments of the organizations and employees should be involved when formulating them. Effective internal processes should optimize their organization's performance.

5.5.2. Recommendation for Further Studies

The current study investigated on the effects of strategy implementation on the performance of digital media industry in Kenya. The researcher recommends that future can apply the same research objectives to determine the effects of strategy implementation on the performance of the banking industry in Kenya as it is another industry that has been greatly affected by adoption of the technology.

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APPENDICES

Appendix A: Questionnaire for Employees

- Section 1: General Information.

- Gender Male Female
- Age Bracket 20-30 31-45 46-60 Over 60
- Department _____
- Years of experience in the digital media field 2-5 years 6-10 years Over 10 years
- Education Level Secondary school College Undergraduate Graduate
- How important is the digital media platform for the overall performance of your media house?
Critical Very important Important Neutral Not Important
- Are you satisfied with the overall performance of your digital media department?
Highly satisfied Satisfied Neutral
Dissatisfied Highly dissatisfied
- Are you satisfied with the current strategies in place to improve the performance of your digital media department?
Highly satisfied Satisfied Neutral
Dissatisfied Highly dissatisfied

- Section 2: Effect of innovative digital ad tools on digital media sales.

The study aims to investigate effect of innovative digital ad tools on digital media sales Indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1= strongly disagree and 4 = strongly agree. Kindly circle the number which best describes your opinion of the statement.

	Effect of innovative digital ad tool on Digital media sales	Strongly disagree	disagree	Agree	Strongly agree
9	Our digital platform is optimized for web/app and tablet media consumption.	1	2	3	4
10	There are plans to redesign the site/platform in the next 6 months	1	2	3	4
11	There are plans to upgrade/change the ad product placement offered on the site	1	2	3	4
12	We use technology and programs to gather data or track user behavior on our site	1	2	3	4
13	Of the following ad tools: Banner, Content roll(TVC), Rich media, Profit button, hot button, SEO Optimization, PR articles and Native ads. Our platform uses at least 4 tools.	1	2	3	4
14	Our Platform offers performance based ad tools i.e. able to measure cost per impression (CPM), cost per click(CPC) and cost per action(CPA)	1	2	3	4
15	Our backend system is able to handle over 15 active ad tools and editorial system running co-currently without failure, breakdowns or delays.	1	2	3	4
16	We have exclusive rights to at least 2 of our ad tool manufacturer in Kenya	1	2	3	4
17	Market opportunities and user behavior are the main reason for our ad tools innovation	1	2	3	4
18	Competitor behavior is the main reason for our platforms ad tool innovation	1	2	3	4
19	Company strategies In relation to technology is the major reason for our online media platform ad. tools innovation.	1	2	3	4
20	There are structures, policies and resources in place to support innovation	1	2	3	4

- Section 3: Effects of online market share on digital media sale

The study aims to investigate effect of online market share on digital media sales Indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1= strongly disagree and 4 = strongly agree. Kindly circle the number which best describes your opinion of the statement.

	Effects of online market share on Digital media sales	Strongly disagree	disagree	Agree	Strongly agree
21	Our platform has online targeting option e.g. based on demographic, behaviors, income etc.	1	2	3	4
22	Our platform is available to advertisers and users via social media platforms i.e. Facebook, Twitter, YouTube, Instagram etc.	1	2	3	4
23	Over 70% of inventory sold on our platform is media content buy as opposed to audience buy.	1	2	3	4
24	70% of our clients are return buyers.	1	2	3	4
25	Our Ad tools have an average CTR of 0.5%-0.7%	1	2	3	4
26	Our platform has partnered with CPC, PPC ad networks or search engine syndication or contextual ad programs like Google ad sense, Vibrant Media, Kontera.	1	2	3	4
27	Our platforms market share drives our business strategy	1	2	3	4
28	Our market share positively relates to the sites ROI.	1	2	3	4
29	Current market share is as a result of unique competitive strategies.	1	2	3	4
30	Current market share is as a result of our content and favorable prices	1	2	3	4

- Section 4: Effects of internal processes on digital media sale

The study aims to investigate effect of internal processes on digital media sales Indicate the extent to which you agree with the following statements by using a scale of 1 to 4 where 1= strongly disagree and 4 = strongly agree. Kindly circle the number which best describes your opinion of the statement.

	Effects of internal process on Digital media sales	Strongly disagree	disagree	Agree	Strongly agree
31	We have a system to measure customer satisfaction and customer relations.	1	2	3	4
32	Our sales & Marketing team is located In at least 3 major cities in the country.	1	2	3	4
33	Our Key team i.e. Editorial and Sales & marketing have received training (Formal/ informal) in the last 12 months.	1	2	3	4
34	There is a compensation framework in place for sales rep for the sales they acquire.	1	2	3	4
35	We have policy's and structures in place that encourage creativity especially for employees who provide intellectual capital	1	2	3	4
36	We have a quality assurance department that ensures services offered are of high standards and delivered on time	1	2	3	4
37	There is a system in place that ensures we constantly improve our asset utilization.	1	2	3	4
38	We have systems in place that have lowered the service delivery time cycle and not compromising quality.	1	2	3	4
39	We have a relatively good relation with external stakeholders	1	2	3	4
40	Overall, I am satisfied with the operations of our platform	1	2	3	4

THANK YOU FOR YOU PARTICIPATION