MARKETING STRATEGIES, COMPETITIVE STRATEGIES AND PERFORMANCE OF MEDIA HOUSES IN KENYA

BY

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THIS DISSERTATION IS SUBMITTED TO THE FACULTY OF BUSINESS, COMPUTER SCIENCE AND COMMUNICATION STUDIES IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF A MASTER OF BUSINESS ADMINISTRATION (MARKETING) DEGREE OF ST. PAUL'S UNIVERSITY.

2020

DECLARATION

This Dissertation is the product of my work, and to the best of my knowledge, it has not previously presented to any other institution.

Signed……  Date…22/08/2020……

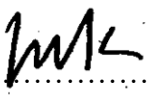
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DEDICATION

This dissertation is dedicated to my husband, Rev. Hiram Githaiga, who has inspired and provided me with moral and financial support throughout this process. I also dedicate this research to my mother during this time of her ailing, she has been my pillar.

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ABBREVIATIONS AND ACRONYMS

AIDA	Attention, Interest, Desire and Action
BBC	British Broadcasting Corporation
B2B	Business to Business
KBC	Kenya Broadcasting Corporation
KBS	Kenya broadcasting service
NACOSTI	National Council for Science and Technology
NTV	Nation Television
Pv	Present Value
R-A	Resources-Advantage theory
ROI	Return on Investment
ROMI	Return on Marketing Investment
SPSS	Statistical Package for Social Science
SWOT	Strengths, Weaknesses, Opportunities and Threats
TV	Television
VOK	Voice of Kenya
4p's	Product, Price, Promotion and Place

DEFINITION OF TERMS

Competitive Advantages refers to the source for advantage in the market as superior skills and resources and links those sources to the ability of a business to either do more of something or do something better (Madsen & Walker, 2015).

A core service strategy is more of customers -centric and is centre on the usage of the customer and their relationships (Kasabov, 2015)

Distribution strategy is a plan created by the management of an organization that specifies how the firm is intending to transfer its product to intermediaries, retailers and the end consumer(Kotler & Armstrong, 2017)

Marketing strategies are methods that strategically analyzing the environment, competitive and business factors affecting business units and forecasting future trend in the business area of interest to the organization (Bucklin & Hoban, 2017)

Organization Performance refers to how an organization can acquire and utilize various scarce resources and achieve its goals (Harding, 2017)

Pricing strategy refers to method companies use to price their products or services_(Kasabov, 2015)

Promotional Strategy-its plan intended for promoting product/service to consumer by the choosing of a target market and formulation of the most appropriate promotion mix to influence it (Kasabov, 2015)

Traditional Media Houses- These are the media houses that use the radio, television and newspaper while relaying their message (Vipin & Sumesh, 2017).

ABSTRACT

Media houses in Kenya have continued to grow with most individuals owning a station due to affordability and fewer restrictions that are offered by the Communication Authority, which is the regulating body in Kenya. This rampant growth in the industry has propelled competition and hence the need to restructure marketing strategies. The general objective of this study was to assess whether marketing strategies and competitive strategies affect organization performance in media houses in Kenya. The specific objectives were to establish how the core service strategies affect the organizational performance, to determine how pricing strategy affect the organizational performance, to establish how promotional strategy and distribution strategy affect the organizational performance and finally to determine the moderating effect of competitive strategies on the relationship between marketing strategies and organizational performance of media houses in Kenya. The study was guided by four theories which included the marketing mix theories, Push and Pull theory, Resources Advantage theory and open system theory. The study adopted the descriptive cross-sectional survey method, which is illustrative for the various media houses in Kenya. In this study, the purposive sampling technique was used which included the unit of observation for the selects the six media houses which had been in operation for the last twenty years. On other hand the unit of analysis was used, basing on the census which was used on the selected managers of those six media houses were the respondence. Data were collected using questionnaires, and all ethical considerations were strictly observed. On data analysis, interpretation and presentation, the quantitative data generated were analyzed with the aid of statistical package for social science (SPSS). The findings of the study revealed that there is a significant relationship between marketing strategy and performance of the organization. The moderating effect had an insignificant relationship with the organization performance's study used both Pearson's correlation and regression analysis to establish the relationship between marketing strategy, competitive strategy and performance of media houses in Kenya. Findings revealed a positive correlation between Marketing strategies and organizational performance (r=0.545 , P-Value=0.000) , pricing strategy (r=0.213, P-Value=0.004), Promotional strategy (r=0.629, P-Value=0.000) and distribution strategy (r=0.394,P-Value=0.000) which show a positive correlation in all. The researcher, therefore, concludes that there is a relationship between marketing strategies and organizational performance.

CHAPTER ONE

INTRODUCTION

1.1 INTRODUCTION

The chapter contains the background of the study, statement of the problem, research objectives, research questions, scope of the study, significant of the study and the limitation of the study.

1.2 Background of the Study

Marketing is a process through which the organization builds value for the consumers, and create strong customer relationship so that they can get benefit from the consumers of their brands in return. Strategy is a plan that the organization lays down to tackle competitors and survive in a turbulent environment. (Ebitu & Tom, 2016). Whether the company is small or big, excellent marketing strategy is an essential aspect of the whole organization because it involves the formulation of a plan of how the organization has achieved its objectives. According to Kotler, Burton, Deans, Brown and Armstrong (2015), marketing strategy is the Process of strategically analyzing environmental, competitive and organizational factors affecting its units and forecasting on future trends of the organization.

Several plans of marketing are available, which can take a large or small organization from mediocre to success when used correctly. Finding new customers and overtaking new market is sometimes tricky, but when equipped with innovative minds, proven technology, financial markets and proper sales personnel can become a success over time (Kasabov, 2015). Every organization has an interest in increasing marketing effectiveness to achieve its objectives. The most effective marketing strategies are those targeted towards a specific audience in that the adopted programming method of the media house should target a particular audience. Elements of effective marketing strategy include segmentation whereby the media house should segment their market by identifying where their existing and potential customers fall by characterizing their needs, (Kasabov, 2015).

The segmentation is done through market research and market reports which should address the needs better than their competitors. Targeting and positioning strategies are also critical elements

of marketing. Media houses should aim to sell to the market segment, which they believe had the most profitable business, and this is important in that the service offered by the media houses met the needs of the chosen target market. In organizations, promotional tactics ensure that the target market knows about the service which is being aired and limit the activities to those methods that had been effective to the brand (Key & Czaplewski, 2017). Market and technology changes have kept the companies alert in maintaining their competitiveness.

As a result of pressure from the environment to improve productivity, quality and speed, managers should adopt quality management tools, benchmarking and taking news skills to develop and sustain profitability. Competitive advantage is a long-term plan that an organization uses to achieve benefits over its competitors. The media houses in Kenya aim to create a defensive position in the market so that the organization can generate a superior return on investment (ROI). There has been increasing competition in the marketplace with organizations adopting new and improved competitive strategies to prevent their challenges in the competitive markets. All organizations operate within a particular environment which has factors that influence the organization choice of direction. Marketers are forced to acquire and maintain strategies and pursue them to gain and sustain their competitive advantage (Goetsch & Davis, 2014).

The study was mainly guided by four theories which included: Marketing Mix Theory, Push and Pull theory, sales performance, and marketing strategies have been based on marketing mix theory and the theory of the push and pull. The marketing theory mix theory has recently been used to make virtual decisions that lead to the execution of the marketing plan. The thinking behind the theory is to organize all functions of a marketing plan around the desire, habits and target market psychology. On the other hand, the method of push and pull applied in today's industry pushing to solve problems which are sometimes seen the consumers as intrusive or overlooked by them as the solution to get lost due to information overload (Kotler, 2010).

The pulling solution has taken part in the business entity. There are the Four P's including Product/Core Service, Price, Promotion and Place. The marketing manager uses them to control the subjects to the internal and external challenges of the environment. The aim is to attain

decisions that hold the four P's on the customers in the specified market to create brand loyalty and build the organizational image to enhance the performance positively. (Kasabov, 2015).The framework of the marketing mix was instrumental in the earlier days when the concept of marketing represented the physical product which described the economy by then: Resources-Advantages theory and Open system theory. Marketing mix theory makes the virtual decision that will lead to carrying out marketing plans with the historical connection between marketing spending and organization performance so that enable one to determines the organizational drive and how much one should spend (Foxall, 2014).

1.2.1 Marketing Strategy

Marketing strategy is an essential tool for increasing performance and achieving sustainable competitive advantage. Marketing strategies involves short-term and long-term functions, in the area of marketing that deals with the analysis of the initial strategic situation of the company. Formulations and evaluation of the oriented market strategy and hence contributing towards the goals of the organization and objectives of marketing's penetration strategy of the market is known as concentrated growth strategies since the organization can thoroughly be exploited and develop their knowledge on a specific market. (Fifield, 2012)

A marketing strategy is a game plan for pursuing prospective consumers and turning them to customers for the services offered. It is a concept by which firms aim at reaching its target market through service differentiation, pricing, promotion and the distribution of the service provided. Marketing strategy involves conceptualization of unique services that satisfy the consumer need by providing the service at the considered price with excellent delivery of the service and with an effective promotion strategy. A marketing strategy is designed by defining the target market, and this is where the media house will choose their audience whom they intend to target to offer their service to them. Those segments should have to guarantee quick profits to the organization; some segments may seem potential but have high entry barriers. Therefore, there will be a need for intensive marketing so that the organization gains more significant know-how of the market they intend to enter and know the needs of the consumers (Kasabov, 2015).

The elements of the marketing mix which is conceptualized as the core product, measured in term of looks, feel. Still, it is customized to be compatible with the requirements and personal touch of the consumer. Core service product development arises as a result of the change in customer's preference, high Competition and advance technology. The process is due to the innovations made on the existing product. The success of core service product development strategies is as an outcome of leveraging three internal elements which include technical advantage and experience, marketing savvy and good knowledge of a consumer (Proctor, 2014).

However, there is a need to note that the service product is heterogeneous and perishable in nature just like the natural product and designed to meet the demand of the customer's satisfaction. The achievement of the market development strategy of a product is when a core service has gained new customers in a new area segment. Product diversification which is a corporate strategy aimed into entering a new market segment which is the most uncertain section since the operation of the organization moves without the experience in the market not knowing that the product might succeed or fail due to the competitions in the new environment. Secondly, price is the monetary value of a product and is rather complicated to value in service than in products. While setting the pricing one should consider who the consumer of the service has been and the type of market segmentation in the case of the media house who will be watching their programs (Kasabov, 2015).

The third element is the place which is the location of the service; it should be accessible to the clients. Promotions the fourth element, and since there is a lot of Competition, the media house should advertise their brand to up their game and get noticed. They can do promotions through roadshows, billboards, sponsoring of events which touch the lives of people. The fifth strategy involves ensuring the right people who are skilled and are professional work for an organization. Most media houses are known to employ the famous artists and comedian to work for their organization. Still, there is a need for professionalism in an organization. Therefore, this indicates how service is delivered. Any media house should use the shortest time from the time they receive the airtime order to the time the advert aired because there are some media houses with a long process before the advert aired. (Bucklin & Hoban, 2017)

Finally, physical evidence shows how the service is differentiated and positioned in the market. When people look at a particular media house, what do they see? A media house should have a unique feature that makes it competitive than others (Wirtz & Lovelock, 2016). The main aim of marketing strategy in delivering the customer value to clients is to achieve a high return of investment (ROI) while still maintaining corporate image (Baker 2014). Lately, marketing strategy is becoming a noticeable game changer for the organization that is planning to build its brand beyond the global market. The fundamental principles of marketing strategy are specialization when an organization is offering any service; there is a need for specialization on a particular area of service and know what will interest consumers. An organization needs to satisfy the need and offer that specialization that will meet the demand of their clients. Secondly, is differentiation, which shows the unique service that will offer. The organization should know their competitive advantage in the market, their niche in the market, and this can make one offer their services at a higher price. That unique feature in their service is what makes the clients buy from them. (Fifield, 2012)

1.2.2 Competitive Advantages

Competitive strategy is a long-term plan for a particular organization so that it can gain a competitive advantage over its competitors in a specific field of business. The purpose of competitive strategy is to create a defensive position in that field while generating a superior ROI. This strategy will be an ideal where we have a very competitive industry, and a similar service provided to customers. In the media field, the services provided are very similar because they aim to sell airtime and space to the same client so there is a need to have a competitive advantage to a specific media house over another to up their game. There is a need to evaluate the strengths, weakness, opportunities and threats (SWOT) in that particular field so that the company can understand where their competitive advantage lies. Media house that has a competitive edge on their technical personal, types of equipment. Competitive strategies designed to go through organization competitive advantage_(Madsen & Walker, 2015).

Michael Porter's 1980 (Porter's,(2011) .In his theory of Competition, Michael Porter 1980 came up with the competitive strategy, whereby he argues that a firm can gain a higher level of performance over its competitor Porter (2011). Four strategies can be adopted; Cost leadership

this is where a firm become the lowest-cost producer in the market and does it in large scale. It enables the company to attain its economies of scale, high capacity utilization, excellent power of bargaining, implementation of high technologies, and these are important in achieving the cost. Differentiation leadership is when the organization maintains its unique features of the services in the market and with this the organization target to achieve market leadership. Thus, it may charge a premium price for the services they are offering due to high value-added features. Cost focus is where firms concentrate on a specific market segment and place the price of their services lower on those segmented areas—cost leadership strategy aimed at receiving competitive advantages by obtaining the lowest cost.

Furthermore, cost structures in the market in that to do away with any function in which they do not have cost advantages (Porter, 2011), and may get the services outside the organization which will offer then a cost advantage. (Majumdar, 2015) Leaders of cost work to have the lowest service or product unit cost and can uphold Competition with their lower structure cost (Isabelle le Breton & Miller, n.d.) states that when an organization achieve and maintain cost leadership, then it will be above the market performer; further, the cost leaders take some cost-saving initiative like building efficient scale facilities, tightly controlling overheads and production costs.

(Porter & Magretta, (2014) denoted that organization should not substitute revenue to be the cost leader since high revenue achieved through gaining a significant market share, to lower price will lead to the creation of high demand and therefore full market share is created. Low-cost leader, a firm can present obstacles against new market entrants who could need a large amount of capital to enter the field. Differentiation focus is when the organization tries to differentiate its services with those others in the market at a specific segment only. Every company intends to become the cost leader in the segmented market. Therefore, differentiation of one organization from its competitors attained when it offers something unique that is valuable beyond by offering low price (Proctor, 2014). Competition in the industry gives organizations the ability to undercut other companies. Organizations tend to differentiate their product or service from others in the market so that their brands can stand out in the market. These four competitive strategies can be adopted.

A product differentiates itself based on the size of the product or features in the brand's experience. Moreover, the thing that excites the promotion of a brand can be advertising or in-store promotion, or even how product development will be sufficient for customers to build brand loyalty. Most media houses tend to differentiate themselves by the content they offer to the market and the outlook of their presentation. One can also differentiate through the pricing of the products or services. Finally, differentiation achieved through distribution whereby an organization can have a wide network; for instance, nation media group have differentiated itself through their countrywide network since they have bureau all over the country (Harris & Ogbonna, 2012).

1.2.3 Organizational Performance

The organization performance refers to analyzing performance against its goals and objectives. According to(Scott and Davis, (2015), we have three primary outcomes analyzed; the first one is that the financial performance was the measurements. Thus, the profit of the organization, return on asset and return on investment (ROI), the second one is the market performance where we have sales, and the acquired market share is measured. The third one is shareholder return, where we have the total shareholder return, and economic value added (Tosti & Herbst, 2014). High business performance is achieved through brilliant marketing strategies, investing in selective marketing activities and events that bring competitiveness to a firm over other competing rivals through gaining tremendous advantages within the markets. Some other factors that affect organization performance are external macro factors which include the economic factors, social economic and political factors in those factors the organization has no control over them. Still, they affect the structure and development of the organization.

The other factors are the internal factors which include the purpose of the organization and the organization instruments which the firm can work towards improving. It believed that marketers are making efforts to connect with marketing activities to achieve organizational results even though there are still challenges in accurately tracking and accessing victory in their marketing programs against marketing investment. Benchmarks, budgets and trends indicate that their performance measurement is an important area where B2B marketers are struggling with more significant returns on ROI (Baltes, 2015).

1.2.4 Media Houses in Kenya

In the twenty-first century, we find that social media carried through a digital network and the global networks are enabling organizations to produce and globally distribute media content. Media Company operates in three types of market, the market for creative content, the market for financial resources and the audience market. The media houses compete for both audience and advertisers in a particular market which can be international, regional or local. (Flew, 2018)

Preferred media channels and formats, as well as media practices, were among several issues explored in the first Asia-Pacific Communication Monitor, a survey of PR and communication practitioners across 23 Asia-Pacific (APAC) countries that was conducted in 2015 by a collaboration of 16 universities. This article reports some significant changes in media relations and in content production and distribution identified in this research that flip the PESO model on its head and identifies new priorities and practices. It goes beyond the celebratory discussion of new opportunities to critically examine ethical concerns raised by some new practices that, as yet, have been insufficiently identified and examined. (Macnamara, 2016)

Communication and mass media are a unique collection of media technology that designed to reach a broad audience with a view of delivering messages that creates impact. There are several content types in the media industry that use diverse formats and distribution over many platforms. Electronic media is a platform that transmits information to the audience through film, radio, recorded music television, internet and mobile communication while print media uses newspaper and magazines. There are 251 licensed media houses in Kenya and unconfirmed newspapers and magazines in Kenya according to the report of Media Communication Authority of Kenya(Communication Authority of Kenya,_2019,). Publications mostly use English the primary language of communication while some use Kiswahili and their local vernacular. The state-owned Kenya Broadcasting Corporation broadcast mainly with English and Swahili plus various vernacular while on the other side the largest private-owned media house the royal media use both English and Swahili with colloquial language to some of its radio stations.

Most of the private media houses have their ranges limited to Nairobi, but Kenya Broadcasting Corporation has the most extensive reach in the country (Mwita, 2015). The media houses in Kenya regulated by a statutory body called the Media council of Kenya. The media business is

said to be in Kenya since 1963, when Kenya Broadcasting Corporation (KBC) which was Known as Kenya Broadcasting Service (KBS), then renamed to Voice of Kenya (VOK) and currently KBC (Geopoll, 2015) the government of Kenya has enormous put forward an assumption that in the area of information and transmission of media has misrepresented sparing cash and media transmitting industry, telecom and operation media substance.

1.3 The Statement of the Problem

The need to drive marketing strategies with organizational performance has become more urgent as the marketing department is mandated to account and defend the contribution of the marketing efforts, activities against the corporate budgets and how it contributes to organizational performance. Media houses have the financial capacity to reward their customers better than others through incentives and give always. Other can afford massive promotional campaigns while others have organized network of distribution. Product development drives /brings about innovation and creativity if companies are not able to adapt to this; their performance is likely to be affected. The pricing strategy used could also affect the company's performance in term of ROI, market share and the shareholder's value. Marketing strategies are an essential tool for attaining firm performance. (Harding, 2017)

The main concern of this study is how marketing manager can plan and implement marketing strategies which will help them maximize or achieve organizational performance. This is because they often command the audience /viewership and advertising revenue share. What is left is inadequate to support small and community media. Competition in the media industry has intensified the search for profit, concentration, and suppression of diversity and independence.

Most media houses own a variety of platforms: print, online, radio, digital platform and television. Furthermore, some media houses are unwilling to invest in the production of valuable local digital content simply because they earn minimal profit margins (Baltes, 2015).The media industry is undergoing a paradigm shift currently since the competition is based on content development, promotion, channelling and pricing strategy by seeing some media house having top ratings (Mwita, 2015).

There is a stiff competition among media houses in Kenya in that making many media houses to engaging into various craft marketing strategies such as service differentiation cutthroat, competitive pricing, sales promotion and channel of distribution in different ways and various

language targeting audience and viewers in various market segments with the view of enhancing organizational performance in term of financial return on marketing investment ROMI (Robert, 2010; Deloitte, 2012; Wolf, 2016). The problem of this study, therefore, is to identify the influence of marketing strategies on organization performance.

1.4 Research Objective

1.4.1 General Objectives

The general objective of this study was to assess the effect of marketing strategies and competitive strategies on performance in media houses in Kenya

1.4.2 Specific Objectives

The specific objectives of the study sought to:

i. To establish the extent to which core service strategy affects the performance of media houses in Kenya
ii. To determine the extent to which pricing strategy affects the performance of media houses in Kenya.
iii. To establish the extent to which promotion strategy affects the performance of media houses.
iv. To establish the extent to which distribution strategy performance of the media houses in Kenya.
v. To determine the moderating effect of competitive strategies on the relationship between marketing strategies and performance of media houses in Kenya.

1.5 Research questions

The research study questions were:

i. What is the effect of core service strategy on the performance of media houses in Kenya?
ii. What is the effect of pricing strategy on the performance of media houses in Kenya?
iii. What is the effect of a promotion strategy on the performance of media houses in Kenya?

iv. What is the effect of distribution strategy on the performance of media houses in Kenya?
v. What is the moderating effect of competitive strategies on the relationship between marketing strategies and performance of media houses in Kenya?

1.6 Scope of the Study

The study targeted the media house which has been operating for the last twenty years. These include the Nation media group, the standard media group, Royal media services, Radio Africa, Media Max and the Kenya broadcasting corporation. The study targeted managers within the media house which includes Marketing Manager, Financial Manager, Technical Manager, Human resources Manager, Advertising Manager, Digital Manager, Sales Manager, Procurement Manager, Public Relation Manager, Media Buying Manager, Programming Manager and Administrative Manager

The study was pegged on the Marketing Mix Theory, Push and Pull theory, Resources-Advantage theory and open system theory. The study aimed to identify the extent to which marketing strategies; competitive strategies affect the organizational performance of media houses in Kenya.

1.7 Significance of the Study

The study was conducted within the traditional media houses on how best they utilized the marketing strategies to achieve a high score in organization performance. Information will be used to indicate the trend of other media houses in the market thus this will provide relevant information on the marketing strategies, competitive strategies and their effectiveness in the performance to the management of the media houses. The study, therefore, has provided in-depth information on marketing strategy and how the mix had used to increase their organizational performance. The study will assist academicians with ready material and information for reference during their future research endeavours.

The results of the study are expected to contribute to theory building, policy issues and managerial practice. To the theory of marketing mix, which includes the core service product strategy, pricing strategy, promotional strategy and distribution strategy which were adopted as an independent variable, research advantage which shows the competitive advantages of the media house both the skilled advantages and machine advantages and open system theory

whereby the media houses should note where they competitors do well and bring that strategy to their organization were used as a moderator variable and they all influence organization performance which is the dependent variable. This study contributes to knowledge of the performance of the media houses in Kenya, most existing models of marketing strategies focus on service quality while incorporating the marketing mix elements like price, people, promotion and the product of core service.

The study contributes to managerial practice as managers and executives are expected to appreciate the role of their strategies, actions, policies and activities play in shaping the area of the service encounter, quality and satisfaction. Media houses in Kenya will be equipped with empirical information on what customers expect in terms of service quality as well as their assessment of the quality of service they provide. Marketing practitioners in other related industries may use the findings, and make better meaning of the situation in their industries or firms.

1.8 Limitations of the Study

The study experienced several setbacks due to the sensitivity and the weight of the questions in this study since many media companies were not willing to disclose some of the information that might have been important to the study. To counter this, the researcher signed a consent form for confidentiality to show that the survey was intended for educational use only. The researcher sought permission from the media houses beforehand. Another setback was the COVID 19 pandemic which made several employees were working from home and the lockdown, the questionnaires could not be dropped so the researcher could not use the drop and pick method. To counter this, the researcher used the google forms and emailed them to the respondents.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter had mainly focused on the following reviews related literature, looking at the theoretical analysis informed by the theoretical anchorage. It explained the issues that involve the assessment of the factors that determined the marketing strategies, competitive strategies which affected the organizational performance of the media houses in Kenya. Further, it had looked at the empirical review of the related topics done on the rapport between marketing strategies, competitive strategies and its effects on the performance of organization of media houses in Kenya. It has also found a summary of the research gap, which has not tackled to determine the factors of marketing strategies. These competitive strategies affect the organization performance of media houses in Kenya. Finally, the conceptual framework has shown how the dependent variables, moderating variables and the independent variables interact with each other.

2.2 Theoretical review

It shows a preview of the theories related to Marketing strategies, competitive strategies and organizational performance. This study based on four main assumptions whereby two are for marketing strategies and organizational performance, while the rest two are for competitive strategy and organizational performance. Marketing Mix Theory, Push and Pull theory for marketing strategies and organization performance while Resources-Advantage theory and Open system theory for competitive strategy and organizational performance.

2.2.1 Marketing Mix Theory

According to (Kasabov, 2015) theory of marketing mix developed by Borden in 1949. He stated that "a marketing manager in building a marketing program to fit the needs of his firm has to weigh the behaviour forces and then juggle marketing elements in his mix with a keen eye on the resources with which he has to work." (Borden, 1984). The idea of marketing theory mix is to arrange all the aspects of plans of marketing around the psychological target market, desires and habits of the said market. The first person to suggest the 4P's of marketing –Product_ (-core Product Service), Price, Place and Promotion was E._Jerome McCarthy that are common variables used in the marketing mix. He suggested that while crafting for a marketing strategy

marketers should have the four variables essentials_(McCarthy, 1960) In 1961, Albert Frey developed another set of marketing mix variables into two categories: The offering which was the product, service, packaging, brand and price while the other one was the Process which included advertising, promotion, sales promotion, personal selling publicity, distribution channels, marketing research, strategy formation and the new product development (Frey, 1961). To recognize the importance of human people was added to the list of variables and Process to reflect the fact that service is experienced at the time of purchase by Bernard Booms and Mary Bitner_(Kasabov, 2015).

The theory used to make virtual decisions, which lead to carrying out marketing plans. The thought of marketing mix theory is to control all elements of marketing plans around the habits, desires and psychology of the targeted market. Marketing mix theory brings together some items to strengthen and solidify a product/service to hence organizational performance with the media houses in Kenya. There are the Four P's including Product/Core Product, Price, Promotion and Place. The marketing manager uses them to control the subjects to the internal and external challenges of the environment. The aim is to attain decisions that hold the four P's on the customers in the specified market to create brand loyalty and build the organizational image to enhance the performance positively.

The framework of the marketing mix was beneficial in the earlier days when the concept of marketing represented the physical product which described the economy by then (Kasabov, 2015).On the contrary, marketing is more integrated into organizations with wider varieties of products and market in today's approach. Some authors have attempted to extend three other P's, which include Process, People and Physical evidence. Many authors however had concentrated around the Four P's.

2.2.2 Push and Pull Theory

This theory of push and pull are two theories in one. The genesis of the term push and pull was in the logistics and supply chain management even though it has widely used in marketing Push or pulls explained whether the organization initiates its activity, (Mellor & Hao, 2014). Fredrick Winslow Taylor formulated the push and pull theory in 1911 in his book "The principle of scientific management." Firms adopted his ideas by focusing on being more efficient than their competitors by looking into the needs of the potential clients and pushing on what will satisfy

their needs. Push and pull marketing differ in a situation where the consumers approached. In push marketing, a promotional strategy used where organizations tend to take their brands to consumers. In pull marketing, the idea behind is getting customer coming by developing loyalty, positioning and differentiating a brand in the market compared to that of the competitor. It has done through the mass media promotion, for instance, when a media house has a road-show to a particular region.

Most organizations are moving from push theory to pull theory since it is providing the solution and information in a widely accessible manner and allowing the consumers to adapt to what will hugely satisfying their needs and wants. An organization can prepare the answer ahead of time as an assumption of push solution since they can anticipate the needs of the consumers in advance (Cooper, 2019) For the organization to increase efficiency it emphasis more on the pull theory. Because if they create the penultimate user manual that will cater to all the questions the consumer may need; it will reduce the contact which the customer may need to do to the organization. Moreover, emphases on training customer support will be required. Most organization have adopted the pulling solution_(Harding, 2017).

2.2.3 Resources Advantage Theory

Most companies in today's environments collaborate to compete, in that some can survive the competition environments while others do not (Davcik & Sharma, 2016). Resource-based Value theory proposes that competitive advantage of the firm lies in the application of the resources available at the firm's disposal As an interdisciplinary theory of Competition, resource-advantage theory (R-A theory), developed in Hunt (2000), shares affinities with diverse opinions, research programs, and traditions, such as evolutionary economics, Austrian economics, various demand theory, differential advantage theory, resource-based theory, competence-based theory, and socio-economic and institutional theory.

The R-A theory draws its attention to the organization’s internal environment as a driver for competitive advantage and emphasized that the resources that an organization has must be competitive in the environment. The development strategy phase of Huskisson's account of the development of strategic thinking (Hoskisson, n.d.) the focus was on the internal environment of the organization. From the 1980s onwards according to (Lu,(2015) The emphasis was on changing from the structure of the market for instant structure conduct performance paradigm

and the five forces model to the organization internal structure with the resources and capabilities which are the key fundamentals of the resources based view. Therefore, the theory has become a grand theory of competitive advantage (Kozlenkova & Samaha, 2014).Established the notion of core competencies which looks on a critical group of resources which is organization capability. According to (Barney 2014.), the support of an organization is its ground root source of competitive advantages, to transform a short-term competitive advantage into a long-term competitive advantage.

Therefore, to compete, an organization must have valuable resources that enhance and employ a value-creating strategy by either out-performing its competitors or reducing its disadvantages. Rare where resources by definition must be unique and expect a discount in future above-average return and inimitable, competitors are not able to copy the organization strategist correctly and lastly non-substitutable where competitors cannot counter the organization's value-creating strategy with a substitute, price is driven down point to the level that the amount will be equal to the discounted future rents (Amit 2013.). Firm's resources include all assets, capabilities, organizational processes, firm's attributes, information, knowledge, controlled by a firm that enables the firm to conceive and implement strategies to improve its efficiency and effectiveness. The process of competition entails "the constant struggle among firms for comparative advantages in resources that has yield market-place positions of competitive advantage for some market segments and, thereby, superior financial performance" The theory stipulates that the fundamental sources and drivers of competitive advantage and superior performance are chiefly associated with the attributes of resources and capabilities, which are valuable, not easy to purchase and difficult to imitate and substitute by the competitors. The critical challenge for managers is to transform the resources into core competencies, which form the foundation of superior competitive positions for specific market segments. Resource-based theory views resources as the tangible and intangible entities available to firms that enable them to produce market offerings that have value for parts. Further, it asserts that the successful firms that can sustain their performance have not only heterogeneous resources but also have resources that are not able to be duplicated or imitated precisely by competitor firms (Kozlenkova & Samaha, 2014). R-A theory views firms as combiners of heterogeneous and imperfectly mobile resources, under conditions of imperfect and costly information, with the primary objective of superior financial performance. Due to the heterogeneity and immobility of resources, R-A theory focuses

on comparative advantages in resources among organizations. Some firms will have comparative advantages in funds that are available to them, which enable them to effectively and efficiently produce particular market offering(s) that have value for a specific segment of the market (s).

2.2.4 Open System Theory

Open system theory is the concept where the organizations are heavily influenced by their environment, which consists of various forces of economic, political and social nature. Essential resources are provided with the environmental surroundings that sustaining the organizational and lead to change the survival. This system was developed after World War 2 by a reaction to former theories of the organization like the human relation perspective of Elton Mayo and administrative opinions of Henri Fayol which treated the organization primarily as a self-contained entity. In the Open system, any variation in any element of the system makes a variation in any other method (Scott & Davis, 2015). Ludwig Von Bertalanffy initially advanced this concept general of system theory in 1940 which did not pick up till the1960s, which differentiate between open and close system. This theory will help in gathering competitive intelligence which will assist the organization in out doing the other media houses in the market.

2.2.5 Porter's Theory of Competitive Advantage

Porter's theory of competitive advantage which identifies five competitive forces which include Competition in the industry, Potential new entrants, power of suppliers, power of the buyers and threat of substitute products. He indicated that the key of competitive strategy for an organizational unit in an industry is to find a level in the paly ground of industry where business can defend itself to the best position against these competitive forces or can influence them into their advantage (Porter, 2011).

The importance of structuring the competitive strategy is to relate the organization with its surrounding. Understanding of these bottom-line sources of competition pressure highlights the fundamental strength and weakness of an organization, animate its positioning in the market, correct the areas where the market highlights to have the most significant importance as compared to the threat it holds (Zecchini, 2013). To sustain competitive advantage, firms should consider emphasis on creating value for customers which are only possible by responding with

faster answers to the ever-developing organization environment driven mainly by technological changes. Porter did not include technology and the government as forces that influence competition market, which can be understood in isolation of the five forces. (Porter, 2011)

2.3 Marketing Strategies and Organization Performance

The variables are discussed in details showing how one influences the other. The Marketing Strategies delve into the marketing elements such as; Core product service strategy, pricing strategy, promotion strategy and distribution strategy while organizational performance focused on return on investment (ROI) as a baseline of building blocks like market share, customer satisfaction, sales and customer retention as impacts of marketing effort.

2.3.1 Marketing Strategies

The Marketing strategies focus on delivering superior product value to consumers while keeping an eye on the firm's cost without losing a grasp on the image of a firm. It is an organization's strategy that combines all marketing functions and goals into one comprehensive plan. (Kasabov, 2015), give an account that marketing strategies are an approach designed to help in finding out customer needs and providing eminent items for consumption that satisfies consumer needs presented at a reasonable price, creating awareness about that product through (AIDA model) and engaging in a wider distribution to create impactful competitive advantage. Marketing strategy is an imperative precondition of a firm's ability to strengthen its market share, increase shareholder's value and build profitability index. A market-oriented organization first determines the prospective customer's wants, and then builds the products or services that satisfy such needs. Marketing principle justifies the belief that customers use a product or service because they have a need and that it provides a perceived benefit on both fronts (Kotler, 2010). The marketing efforts are guided by the mixed model must reflect the wants and desires of the consumers in the market to create the financial impact that is felt by the firm. The marketing research outcome provides such leverage in positioning a firm toward a competitive edge (Aral & Walker, 2014).

Return on marketing investment (ROMI) is the financial contribution or gain attributable to marketing efforts (net marketing spends), divided by the marketing resources invested or risked. It's argued that ROMI is not like the other return-on-investment (ROI) metrics because marketing is not the same kind of investment but there is a thing line cutting across. The idea of

measuring the marketing effort in terms of sales revenue and profitability is not new and terms such as ROI and ROMI are used more recurrently. Usually, marketing spends will be deemed as justified if the ROMI is upbeat. The purpose of ROMI is to measure the degree to which spending on marketing effort contributes to financial gain or return. The challenge of measuring ROMI varies across mediums as it is associated with traditional media and with the rise in technology, the opportunity is available for businesses to calculate what their approximate ROI maybe for the marketing event way before investing.

2.4 Competitive Strategies and Organization Performance

The significant objectives of organizational managers are to attain high performance, and this should capture both the performance of non-financial and financial elements to show a well-elaborated and clear perception and dimensions of performance. Several studies have highlighted strategy formulation and implementation to be the critical factors in achieving adequate performance. (Wicker & Soebbing, 2016)._Porter's (1985) defines strategy as planning on how an organization can make the maximum value of the capacity that differentiates it from its competitors. Porter stated that cost could be achieved by pursuing the following generic strategies:

2.4.1 Cost Leadership

Cost leadership strategy aims at receiving competitive advantages by obtaining the lowest cost and cost structures in the market. (Porter, 2011) in that, the firm must be wanting to do away with any function in which they do not have cost advantages and may get the services outside the organization which will offer then a cost advantage. (Majumdar, 2015) Leaders of cost work to have the lowest service or product unit cost and can uphold Competition with their lower structure cost (Isabelle le Breton & Miller, n.d.) states that when an organization achieve and maintain cost leadership, then it will be above the market performer. Further, the cost leaders take several cost-saving initiatives like building efficient scale facilities, tightly controlling overheads and production cost.

Porter and Joan Magretta (2014) denoted that organization should not substitute revenue to be the cost leader since high revenue achieved through gaining a significant market share, to lower price will lead to the creation of high demand, and therefore full market share is created. Low-

cost leader, a firm can present obstacles against new market entrants who could need a large amount of capital to enter the field.

2.4.2 Differentiation strategy

Organizations tend to differentiate their product or service from others in the market so that their brands can stand out in the market. Four types of competitive strategies are adopted which includes product which differentiates itself through the size of the product, features in the brand's test, and the other thing is the hype of the promotion of a brand which can be advertising or in-store promotion, how the development will be sufficient to customers to build brand loyalty. Most media houses tend to differentiate themselves by the content they offer to the market and the outlook of their presentation (Murphy, 2016).

One can also differentiate through the pricing of the products or services. Finally, differentiation can also be done through distribution whereby an organization can have a wide network, for instance, nation media group have differentiated itself through their countrywide network since they have bureau all over the country(Harris & Ogbonna, 2012).

FIGURE 2.1 COMPETITIVE STRATEGIES

	Low Cost	**Differentiation**
Broad Target	Cost Leadership	Differentiation
Narrow Target	Cost Focus	Differentiation Focus

Source: Porter (2011)

The figure above shows the various types of competitive strategies that an organization can use. Cost leadership- This is where a firm become the lowest-cost producer in the market and does it in large scale which enables the company to attain its economies of scale, the high utilization capacity, excellent power of bargaining implementation of high technology are some of the factors which are essential in achieving the cost. Differentiation leadership - This is where the organization maintains its unique features of the services in the market and with this the organization target to achieve market leadership. Thus, it may charge a premium price for the

services they are offering due to high value-added features. Cost focus_ This is where firms concentrate on a specific market segment and place the number of their services lower on those segmented areas. Differentiation focus- The organization tries to differentiate its functions with that other in the market at a specific segment. Every company intends to become the cost leader in the segmented market. Differentiation from its competitors attained when it offers something unique that is valuable beyond offering low price (Proctor, 2014).

Competitive strategies have developed by many media houses intending to secure a strong market position and achieve profitability outcomes. The formulation of competitive policy was made by assessing the internal resources of the organization, such as tangible and intangible assets and organizational capabilities. Single resources cannot create competitive advantages but by the combination of competitive resources such as branding, human resources, information technology, have a niche in marketing, advertising and pricing tactics which believed can increase the media houses capability and improve performance. Media house face challenges of attaining superior performance if the media house does not implement an organizational structure that harnesses internal resources if the restrict them from responding to the business environment at both proper time and the right manner (Lu, 2015).

Competitive intelligence is the simple meaning of "know your enemy" in that it is where an organization or brand development manager unearths the finer points of their competitors in the organization plans including the clients they serve and their ways of doing things. It also shows how a variety of various events can disrupt competitive business. It can be defined as actionable recommendations gotten from the external environment, which will be used for planning, gathering, analyzing and dissemination of information for the opportunity of developing brands more than that of their rival. A competitive strategy is a favourable search for competitive positioning in the market. Organizations are mostly concerned about how organizations can gain advantages by a distinctive ground of competing. The main reason for competitive advantage is the establishment of a profitable and sustainable position against the forces that determines market competition. Competitive intelligence is an ongoing procedure of gathering data information and knowledge about the competitors of the organization environment, which will help in the decision-making process for enhancing the competitiveness of an organization. The method includes monitoring business environments, gathering, analyzing, filtering and

disseminating intelligence that will support decision-making process so that to increase competitiveness and improve the position of the organization in the market (Murphy, 2016).

The functions that a media house does to design, produce, market, deliver its services is represented in its value chain. Background reflection of the firms on its strategy, its implementation and the underlying economics of the functions of the organization found on the value chain. The primary contents of porter's value chain include inbound logistics, operation, outbound logistics, marketing and sales and service_(Harding, 2017): Through the real-time and progressive demand managing and planning, the media sector enhances those primary porters' value chain. The real-time service can be offered on the radio and television, from digital content, order processing to product development, the status of delivery and channel management. The most noticeable change in the value chain in media and entertainment companies will be associated with marketing and sales. Opt-in marketing can be adopted by media houses to meet the personal need by tailoring mobile wireless press to meet the particular relevance of the content. Thus, advertising and promotion can be augmented by using wireless communication tools so that to persuade consumers to buy their brands. Therefore the value chain as the fundamental tool for understanding the influence of the media houses can be used to analyze the essentials of the player's value chain, which are the types of equipment, network, software and service (Harding, 2017).

2.5 Empirical Review

The variables here were tackled in-depth, showing how each influence the other one. The marketing strategies dug into the marketing characteristic such as product/service strategies, pricing strategy, promotional strategy and place approach while organizational performance focuses on return on investment, sales and acquire market share and shareholder return. A lot of the study has been done before on both international and local level. A sample of an international study conducted includes (Dzisi & Ofosu, (2014) who looked at marketing strategies and performance of SME's in Ghana. The study found a positive relationship between strategic marketing and business performance, but the study only focused on Ghana. (Ogbu(2017) researched the impact of marketing strategy and execution of indigenous contraction firms in Nigeria. The study found a positive relationship between marketing strategy and performance,

but this did not tackle the media industry in Kenya. Consequently, Arrawatia (2019) studied the impact of marketing strategy on organization performance on pharmaceutical sectors in India, the study showed a positive relationship on marketing strategy, but it was not on media houses in Kenya.

Owuor, (2016) studied marketing strategy and performance on media houses in Kenya and found a positive relationship on strategy and execution but this did not include competitive strategy as the moderating variable since competitive strategy affect the marketing strategy directly in achieving the organizational performance. (Enz, (2008) looked at the relationship between marketing strategy, competitive strategy and organizational performance of Media houses in Kenya. There are a variety of strategies which organizations nowadays pursue to ensure that they remain competitive in the market, these include strengthening internal processes where the organization tend to capitalize on the area of strength in the inner resources which plays a virtual role in the growth of the media house. Many studies have looked at the relationship between the organization performance and brand image (Kolade & Ogunnaike, 2014) and (Latif & Islam, n.d.) and between organization structure and organization success (Gil-Garcia & Sayogo, 2016). However, the function played by organization structure, and the question of whether as mechanistic of structure for firm implementation are largely unexamined issues.

The scope of the relationship between the respective functions played by organization structure and performance has not yet been identified, for the organization to become strong the internal processes it has to recognize the strong business points and the layout of the business which can be achieved by training to improve specific skills and implementing organization structure.

2.5.1 Marketing Strategies and Performance

Marketing strategy is an organizational focus that combines all marketing functions and goals into one great plan since marketing strategies aims at delivering unique product value to customers in the same way focusing on the firms cost without losing a grasp on the reputation of a firm (Ebitu & Tom, 2016). The main aim of marketing strategy is to assist in finding out the consumers need and providing the necessary goods for consumption that meets the needs of those consumers at a reasonable price. It also creates good awareness of the brands while in the same way offers an extensive distribution network to gain competitive advantage. Marketing strategy is a necessary precondition of an organizations ability to strengthen its market share,

increase shareholders value and build up profitability index. Organizations that focus on a market first determine the prospective want of the clients and build a product/service that meets those needs. The principle of marketing proves the belief that customers consume a product/ service once their needs are met_(Ebitu & Tom, 2016).

The mix models guided by the marketing efforts reflect the wants and the desire of the clients in the market to create an impact on finance by the organization, hence marketing research outcome provides such leverage in positioning organization towards a competitive edge (Aral & Walker, 2014). There are the Four P's including Product/Core Product, Price, Promotion and Place. The marketing manager uses them to control the subjects to the internal and external challenges of the environment. The aim is to attain decisions that hold the four P's on the customers in the specified market to create brand loyalty and build the organizational image to enhance the performance positively. The framework of the marketing mix was instrumental in the earlier days when the concept of marketing represented the physical product which described the economy by then.

Return on marketing investment (ROMI) is a contribution of finance connected to marketing efforts (net marketing spends), divided by the marketing resources invested. ROMI is not like the other investment ROI metric since marketing is a different investment which has a thin line cutting across it. Recurrently ROI and ROMI are used since the idea of measuring the marketing effort in terms of sales revenue and profitability is not a new thing. The purpose of ROMI measuring the percentage to which marketing efforts are spent contributes to financial gain or return. The difficulty of measuring ROMI differs across mediums as it associates with the traditional media and with the rise of technology, the opportunity is available for business to calculate what the proportional return will be after the marketing investments (Farhana & Bimenyimana, 2015).

A product/service differentiation strategy is an approach in which an organization creates its brand, which is considered unique in some aspects meeting the consumer's need while upholding the corporate image. The changes of the product based on research, product development and design with a touch of the need user in mind. It borrows from the innovation concept to a model product in line with the market demand to increase productivity, making an essential source of

increased business sustainability. Once differentiation is adopted, a company can stand out from heavy competition once the latest technology and customer dynamics embraced. The company that uses differentiation strategy as its primary marketing activities do not only increase sales revenue, but even ROI thus improving its client's perception on their brand and acquire the brand loyalty to their client by positioning the brand to them_(Ebitu & Tom, 2016). According to (Farhana & Bimenyimana, 2015), differentiation might be as simple as packaging products in a creative manner, and image differentiation involves the establishing corporate image and the brand outlook that is different from the competitors. The brand image communicates a lot about the organization. Product differentiation changes the customer's perception mostly when the properties of the brand are unique that those of the competitions.

Organizations must consider various elements to come up with the right strategies such as the competitors pricing, cost of production, distribution, product images positioning in the minds of consumers not forgetting to determine the demographics of the potential buyers. According to (Kotler et al.,)2015b) this is the way organizations use to place a price on their products/services, and mostly those costs have arrived from the cost of production, labour and advertising expenses they put a certain margin to the damage to attain some profit from their pricing. This is the actual value placed on a brand which exchanged for money; it is, therefore, the amount of money paid on a product. Several aspects determine the pricing which includes the demand in the market, in that the higher the application of a product/service in the market the upper the price will be and the lower the request the price will be lower. On the other hand, the amount of competition will also determine the pricing of the organizational price.

There are five common pricing strategies which include: Cost-plus pricing - Is simply the calculation of the cost of the production and adding a mark-up. Competitive pricing- Is where an organization set its pricing depending on the competitive pricing. Value-based pricing- Is where pricing is set depending on how much consumers believe in the worth of the product/service, Price skimming - Is setting a high price and lowering the cost as the market participation. Penetration pricing-Is when the new product/service is penetrating the market, and one set a low price to enter a competitive market and then raising it later. A company with a robust strategic pricing capability well informed by price sensitivity and how it impacts the thinking of their customer to build customer loyalty on the brand. Good pricing strategy will help in attaining of

ROI. The element of pricing information sells the capability, thus connecting to organizational ability to deliver customer value and achieve high organizational performance.

Promotional strategy is a way of creating awareness of the brand by encouraging consumers to buy the product/service for them to tell about their experience on brand usage. The strategies classified into two categories, namely; push strategy which is done for the distributors, wholesalers and retailers so that they can promote the product/service to the consumers. Mostly this is not visible to the consumers, but only to the wholesaler/distributors when one goes to a vender and asks for a newspaper and Nation newspaper is given, this is push marketing for the publication. Pull strategy entails the activities that are done for consumer's advertisement, digital campaigns, and roadshows. The procedure is visible to all consumers; thus if an individual consumer has a particular brand within their mind; for instance Citizen News the pull strategy has worked (Vipin & Sumesh, 2017). It has believed that promotion strategy recently has turned into an essential dynamic in the product marketing and sale process, which takes into consideration the Attention, Interest, Desire and Action (AIDA model).

The AIDA model supported by the elements of the promotional mix which include advertising whereby this is the non-personal paid communication message meant to inform the people about a specific brand, personal selling where there is a direct face to face contact between the seller and the buyer. Sales promotions are the giveaways of some product or promotional items such as T-shirts, public relation where an organization does a write up about its brand mostly on newspapers or on a website. Direct marketing is where one communicates directly about the brand to a client either by phones, email as instruments that the business uses to drive its advertising and marketing objectives towards attractive sales (Bucklin & Hoban, 2017).

This reviews recent advances in the application of marketing models to improve decision-making in internet advertising. It focuses on models developed for use in display advertising and sponsored search advertising. Together, these media account for the bulk of online advertising spending and most of the recent model advances in internet advertising. This describes the challenges that confront model in these areas, including data limitations and selection effects due to targeting, and details how recent advances in model formulation and model-enhanced experiments can address them. The model closes with a look at recent modeling work that incorporates the effects of both online display and sponsored search advertising (Bucklin &

Hoban, 2017). Researchers have recognized meaningful relationships between promotion and business performance. The significant development is to build a centre of attention to customers to create and increase market share by stimulating the use of product use. Significant promotion is to make a centre of attention to customers to create and grow market share by encouraging the use of product use.

Product distribution/Place the availing and the accessibility of product /service to the market by making sure that all the consumers get the said product/service. Also, it can be seen as a set of inter-reliance that a company deems fit as a progression of making the product accessible for consumption. A valuable consideration of channels is called for distribution strategy so as the product/service to reach the targeted market through the wholesalers, which have a significant effect on organizational performance. Distribution strategy is an element of marketing mix which shows great concern to a producer as production is not fulfilled until it gets to the final consumer. This strategy has an impact on every marketing decision of the organization (Baker, 2014).

2.5.2 Competitive Strategies and Performance.

Capitalizing on areas of strength in internal resources plays an important role in the success of media houses. Many studies have explored the relationships between firm performance and brand image, (Wang & Tsai, 2014) and that between organizational structure and organizational success (Bortolotti, 2015) but the role played by organizational structure and the question of whether a mechanistic or organic such structure is more appropriate for business implementation is largely unexamined issues.

Further, the nature of the relationship between – or the respective roles played by – organizational structure and performance have not yet been identified. For firms to strengthen the internal processes is to ensure it identifies the firms strengthen, organizational structures to ensure the effectiveness and success of the firm. This can be achieved through training and coaching of the management and staff to improve on specific skills and implement structural changes. This improves the morale of the employees leading to the effective performance of the firm.

Companies can also protect profits by achieving cost leadership in a particular market or industry. If sellers cannot price discriminate, the lowest price sellers can charge is the marginal

cost of production. As competition intensifies, companies may have to lower their production costs to protect profits. Or companies may have to improve their product 26 r service offerings with added values. Even in intensive price competition, better products or services will raise customers' switching costs and still command higher margins. For example, OfficeDepot.com provides added value to the customers' order process_(Porter, 2011).

2.5 Research Gap

The study marketing strategies, competitive strategies and organizational performance of media houses in Kenya has not been done before. A lot of the study has been done before on both international and local level. Sample of the international studies conducted includes (Dzisi & Ofosu, 2014) who Marketing Strategies and performance of SME's in Ghana. The study found a positive relationship between strategic marketing and business performance, but the study only focused on Ghana (Ogbu, 2017). On the impact of marketing strategy and execution of indigenous contraction firms in Nigeria, the study found a positive relationship between marketing strategy and performance, but this did not tackle the media industry in Kenya. (Arrawatia, 2019)impact of marketing strategy on organization performance on pharmaceutical sectors in India, it had a positive relationship on marketing strategy, but it was not on media houses in Kenya. (Owuor, 2016.)who studied marketing strategy and performance on media houses in Kenya and found a positive relationship on strategy and execution but this did not include competitive strategy as the moderating variable since competitive strategy affect the marketing strategy directly in achieving the organizational performance. From the above, a lot of the study has been conducted even though many issues have not been addressed. Therefore, the investigation ought to have established the relationship between marketing strategy, competitive strategy and organizational performance of Media houses in Kenya.

Table 2.1 Research Gap

Author Year	The focus of the study	Finding	Critical research gap	The focus of the current study
(Dzisi & Ofosu, 2014	Performance of SME's in Ghana	There was a relationship	The research was on the	Marketing strategies, competitive strategy

		between marketing strategies and performance	performance of SMEs but not on the media houses	and execution of media houses in Kenya
Ogbu, 2017	Performance of indigenous construction firms in Nigeria	Relationship between marketing strategies and performance	The study was on the performance of construction firms but not on media houses.	The effects of marketing and competitive strategies and performance on media houses in Kenya.
Arrawatia, 2019	Performance on pharmaceutical industries	There was a relationship between marketing strategies and performance	The study was on the performance of pharmaceutical but not media houses	Marketing strategies, competitive strategy and execution of media houses in Kenya
(Owuor, 2016	Performance of media houses	There was a relationship between marketing strategies and performance	The study did not include competitive strategy as the moderating variable	Marketing strategies, competitive strategy and production of media houses in Kenya

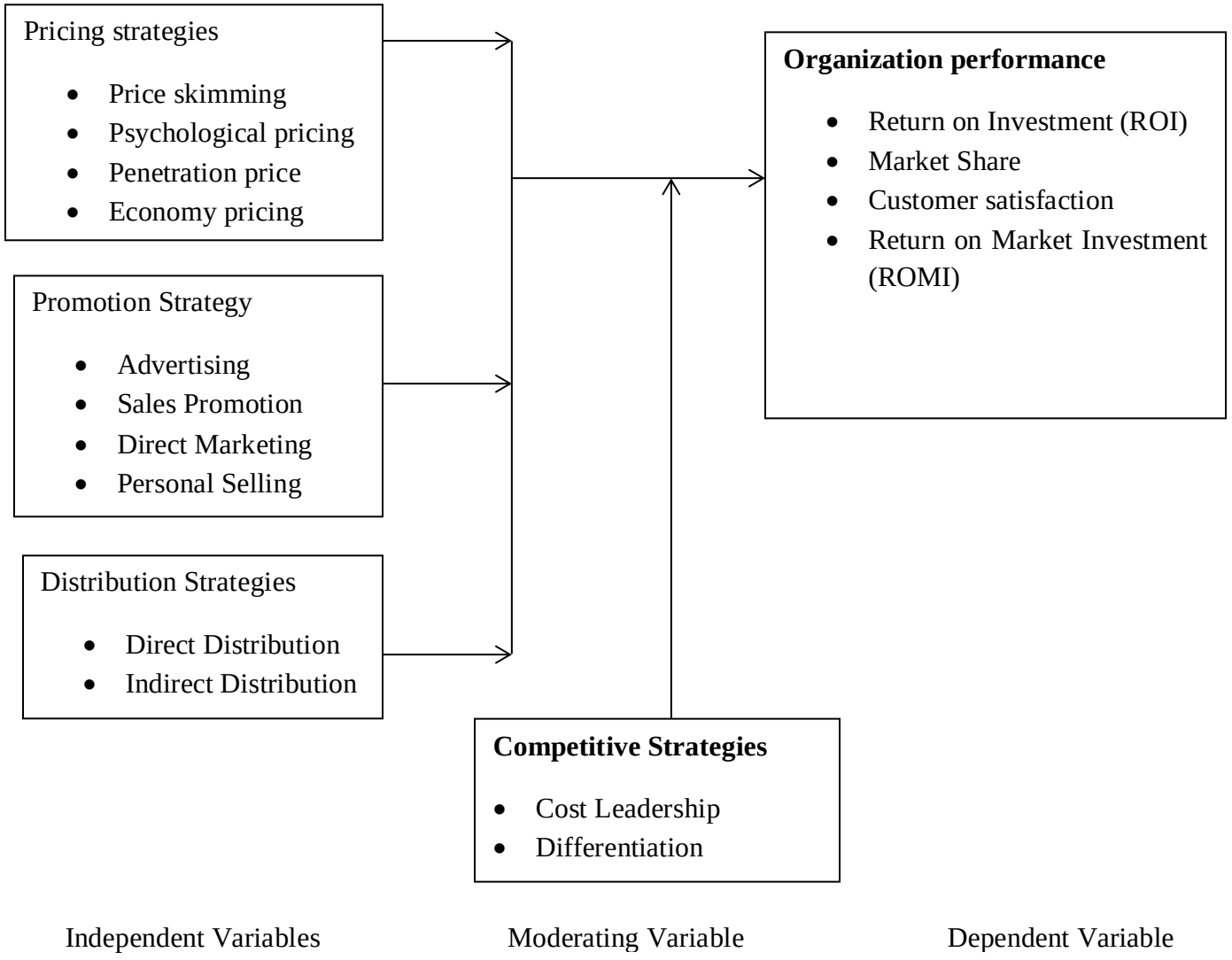
Source: Researcher (2020)

2.6 Conceptual Framework

The study was guided by the conceptual framework below. The relationship between the research variables: marketing strategies, competitive strategies and organizational performance of media houses in Kenya. The Independent variables targets marketing strategies, mainly the marketing mix models, which are the Core service, pricing strategy, promotional strategy and place strategies. The moderating variables are the competitive strategies which focus on the porter's generic strategy, which include cost leadership, differentiation, cost focus and

differentiation focus. The dependent variables focus on the organizational performance, which provides for the return on investment, market share and shareholder's value of the media houses.

Figure 2.2 Conceptual Framework



Source: Researcher (2020)

Figure 2.3 denotes the main variables under the study and how each had influenced each other. It includes Marketing strategies delve into Product/service strategy, pricing strategy, promotion strategy and distribution strategy. Moderating variables are denoted by cost leadership, cost focus, differentiation and differentiation attention while Organizational performance on the other

side looks into return on investment, market share and shareholder's value. The main focus is the media houses in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The chapter looked at research designs, the population study, sampling design and technique, sample size, data collection procedure, data collection instrument, data analysis and ethical considerations.

3.2 Research Design

The descriptive cross-sectional survey method was used, which is descriptive for various media houses in Kenya. According to (William, (2017). The section blueprint of either the entire population or subset might be preferred, and from the set, the data was collected to help rejoin the research objective. The descriptive design addressed the question of the population under the study. The reason for using the descriptive design is that even though the descriptive research can involve several variables, to conduct a descriptive study, only one variable is needed. The design allows the researcher to gather quantitative and qualitative data from a subset of the whole population, for the phenomena to be described to look for individual's perception, attitude and conduct of the factors under in consideration. Descriptive cross-section design was adopted since it appeals and allows penalizations of a particular parameter. It enabled a systematic description that is accurate, valid and accurate to look into marketing strategies, completive strategies and performance of media houses in Kenya.

The choice of this method was to serve a variety of research objects such as descriptions of a phenomenon, the estimate of proportions of the population that have these characteristics and discovery of relationship among different variables (Ngechu, 2004). Inferences and conclusions can be made from the results; it comprises of getting data at one point in time from the samples of a large media house, which has enabled the current researcher to examine the relationship between marketing strategies, competitive strategies and the organizational performance in media houses in Kenya.

3.3 Population of the Study

The population is a set of all units of examination in a study area (Walliman, 2017). Also, it may refer to a set of people, elements, events group that will be analyzed. The target population of the study was the all the managers in the media house which will bring a good study on the performance of the media houses whereby we had twelve departments headed by managers, each from selected Kenya's media houses where the study chose purposive sampling technique for the six media. The six targeted media houses are the Royal media service, Nation Media Group, Standard Group, Media max Communication group, Radio Africa group and Kenya broadcasting corporation. The study was looking at media houses which have been operating for the last twenty years in Kenya. These chosen media houses have comprehensive coverage since they have been in the market for more than twenty years. Below were the managers from the media house which were used for the study.

Table 3.1 Managers

Managers	Number
Finance Manager	6
Human Resources Manager	6
Marketing Manager	6
Technical Manager	6
Digital Manager	6
Advertising Manager	6
Sales Manager Direct	6
Procurement Manager	6
Public Relations	6
Media buying Manager	6
Programming Manager	6
Administration Manager	6
Total	**72**

Source: Researcher, 2020

The study used a sampling of the media houses which has been operating for the last twenty years as the unit of observation. The importance of this was to get more information on the performance of media houses in Kenya

3.4 Data Collection Techniques

The study used both primary and secondary data tool for collecting information on marketing strategies, competitive strategies and organizational performance. Google forms were used and emailed to the media houses for the questionnaires since the drop and pick technic could not have been used as indicated before during the proposal because of the COVID 19 epidemic. Primary data was collected using a semi-structured questionnaire with closed-ended question formulation with the base of the study. The closed-ended questions were to facilitate in the collections of vital information to help in analyzing the data; they were based on a five-point Likert scale. The secondary data was obtained from both internal and external source through the website reports since we could get access to their documents due to COVID 19 pandemic used in the media houses, which was from annual reports, strategic plans and quarterly media monitoring reports obtained from the media house and audited statements.

3.5 Validity

Validity is essential because it facilitates the determination of the types of tests to use, and assists in making sure that the researcher is using methods that measure the idea or construct of interest. There are different types of validity, such as content validity, face validity, and construct validity (Babbie, 2010).

3.6 Reliability

Reliability of the research tool is the degree to which it produces consistent results when repeated. Check for authenticity, Cronbach's Alpha test for internal consistency was used to pre-test the questionnaire, to assess the measurement scales, to verify the reliability of the five-point rating scale and to evaluate the findings from the data that was gathered (Cooper & Schindler, 2006). Dependability based on Cronbach's alpha indicates that coefficients should range between 0 and 1, and the closer it is to 1, the higher the level of internal consistency of the objects in the scale. A Cronbach alpha value that is ≥ 0.7 will mean that the data collection tool is reliable. A pilot test was conducted to pretest the questionnaire, and this was undertaken to determine the reliability of the instrument using the statistical package for social sciences (SPSS).

3.7 Data Analysis and Presentation

The study used both descriptive statistics and inferential statistics to analyze the data. The gathered data were checked for completeness and correctness, which was followed by coding, tabulating and organizing. Descriptive statistics has enabled the researcher to present the data in a more meaningful way, which allows a more straightforward interpretation and summarization of the data in a meaningful way, which was done for the first section of the questionnaire, which entails the background information. Inferential statistics has allowed the researcher to make predictions from that data and also make generalizations about a population, which was done using multiple regression analysis.

The Statistical Packages for Social Sciences (SPSS) was used for the data analysis. This has assisted in analyzing and summarizing data collected hence helping the current researcher obtaining the basic features of the media houses. Simple regression model and Pearson's correlation has been used to establish the relationship between marketing strategies, competitive strategies and organizational performance of media houses in Kenya.

Regression Model

$$\boldsymbol{Y = \beta\alpha + \beta_1 X_1 \quad + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon}$$

Where:

Y = Organizational Performance

X_1=Product strategy

X_2=Pricing strategy

X_3=Promotion strategy

X_4=Distribution strategy

α= the constant of the model

ε=error term

3.8 Ethical Consideration

The questionnaire has no option of personal details but will focus on the variables of the study, thus maintaining privacy; the findings of this study had been exclusive on media houses which

were intended only for education. An introduction letter from the University was issued out before the commencement of the study. Letter from NACOSTI was obtained before the beginning of the research.

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

The content of the chapter includes data analysis, presentation of the outcomes and interpretation of the results. To simplify the discussion of the findings, the researcher has presented the tables and figures that have summarized the collective reaction and the views from the respondents. The layout of the chapter is as follows: it first looked at the rate of response and demographic analysis, followed by the study of marketing strategies, competitive strategies and the link between marketing strategies, competitive strategies and organization performance of media houses in Kenya.

4.2 The Response Rate

The unit of observation six media house were picked that had been in operational in Kenya for the last twenty years while in the group of analysis was the seventy-two managers of the six media house who included, the Financial Manager, Human resources Manager, Marketing Manager, Technical Manager, Digital Manager, Advertising Manager, Sales Manager, Procurement Manager, Public Relation Manager, Media buying manager, Programming manager and Administration Manager of the six media houses in Kenya. Fifty-four managers responded to the survey; 18 of the studies addresses were never returned; therefore, the respondent was 54. Hence the total response rate was 75%. According to (Baruch & Holtom, 2008), the survey response rate is 52.7%. Thus, the response for this study was excellent and therefore, adequate for data analysis and interpretation. As shown in the figure below.

Table 4.1 The Response rate

Number of questionnaires issued	72
Number returned	54
Number rejected	0
Numbers of not return	18
Number remaining	54
Percentage	75%

Source: Research Data. (2020)

4.3 Reliability Analysis

The pilot study was conducted to pretest and ascertain the legitimacy and reliability of the data collection instrument using the two questionnaires before the main study. The reliability of the survey was gnarled using Cronbach's alpha value, and the results are as shown in table 4.1. The result tabled gives an analysis of the outcome where the Cronbach's Alpha values were averaged to 0.83 to reflect the scale. This is up-scaled as acceptable, according to (Gliem & Gliem, n.d.). It is also closer to 1.0 denoting greater internal consistency of the elements under consideration

Table 4.2 Ratability of Coefficient

Scale	Cronbach ‘s Alpha	No. of items
Product differentiation	0.84	16
Price	0.78	16
Promotion	0.83	16
Distribution	0.88	16

Source; Research Data (2020)

The results indicate that the instrument consistently gave far above the ground outcome and the scores averaging to 0.8325 accepted as useful and highly within the required Cronbach’s alpha coefficient of over 0.7 which assure the consistency and dependability of an instrument.

According to (Kumar, n.d.) noted that the research instrument that has a comparative high internal regularity with a reliability coefficient of 0.8325 or higher is well thought as acceptable in most social science studies.

4.4 Demographic Characteristic.

Demographic characteristics of the respondents and their respective media houses were analyzed and obtained in the form tables showing their frequency along with cumulative percentages. Features of demographic included, the period the media house has been operational in Kenya, the respondent's position, and level of their experience and the level of Return on Marketing Investment (ROMI).

Table 4.3 Name of the media house

Name of the media house

		Frequency	Valid Percent
Valid	Royal media service	9	16.7
	Nation media group	9	16.7
	Standard group	9	16.7
	Media max	9	16.7
	Radio Africa group	8	14.8
	KBC	10	18.5
	Total	54	100.0

Source; Research Data (2020)

The above table shows the name of the media houses were the questionnaire was sent, and it indicates that the highest respondents were from the Kenya Broadcasting Corporation (KBC) with 18.5% of the total respondent. In comparison, the lowest was Radio Africa group with 14.8%, and it indicates that the response was adequate since most of the media houses responded to the questionnaire.

Table 4.3 Media house operation

		Frequency	Valid Percent
Valid	above 20 yrs.	54	100.0

Source; Research Data (2020)

The tables indicate that 100% of the respondent stated that their respective media houses have been operational for over 20 yrs. Furthermore, above, therefore the result suggested that the media houses have been operation for more than twenty years and above thus there is an understanding of the local market treats and the need of effective marketing strategies to have competitive advantages over other media houses.

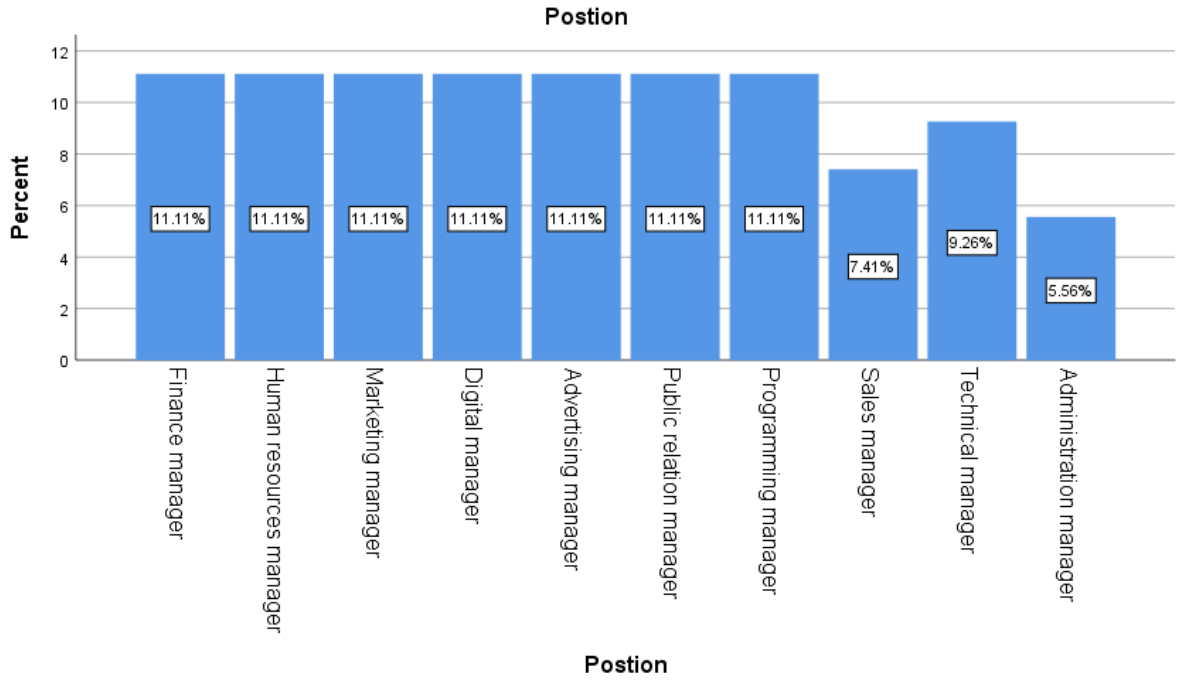
4.4.3 Position of the respondent

Table 4.4 Position

		Frequency	Valid Percent
Valid	Finance manager	6	11.1
	Human resources manager	6	11.1
	Marketing manager	6	11.1
	Digital manager	6	11.1
	Advertising manager	6	11.1
	Public relation manager	6	11.1
	Programming manager	6	11.1
	Sales manager	4	7.4
	Technical manager	5	9.3
	Administration manager	3	5.6
	Total	54	100.0

Source; Research Data (2020)

4.1 Position



Source; Research Data (2020)

The table and the figure above indicate that the respondents were, Finance managers, Human resources managers, Digital managers, Marketing managers, Advertising managers, Public relation mangers, and Sales managers with 11.1% each, administration managers with 5.6%, Programming managers with 11.1% and Technical managers with 9.3%. The respondents were from the same management levels, and all are related to marketing management, therefore implying that they have a clear picture of the effect of marketing strategies, competitive strategies and performance of their respective media houses.

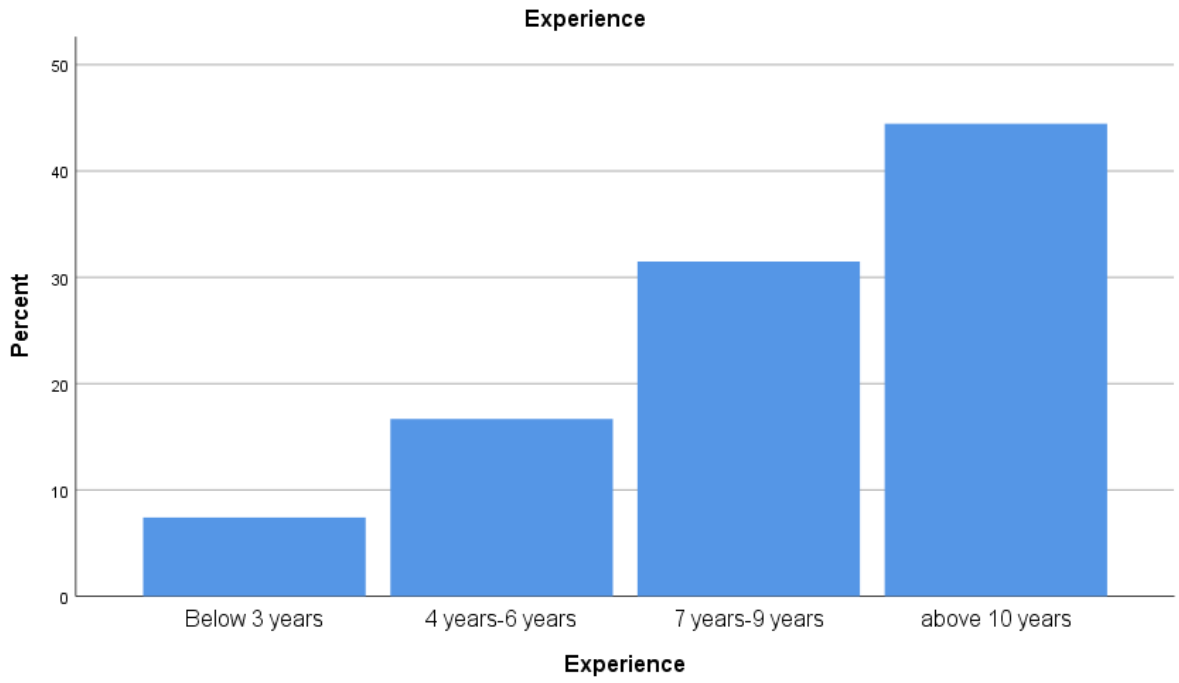
4.4.4 Experience

Table 4.5 Experience

		Frequency	Valid Percent
Valid	Below 3 years	4	7.4
	4 years-6 years	9	16.7
	7 years-9 years	17	31.5
	above 10 years	24	44.4
	Total	54	100.0

Source; Research Data (2020)

4.2 experience



Source; Research Data (2020)

The study further shows that the years of experience of the respondents are below three years (7.4%), Four years to six years (16.7%), seven years to nine years (31.5%) and above ten years (44.5%), therefore indicating that the majority of the respondents have worked at their respective

media houses for more than ten years and they have enough understanding of their organization operations and performance.

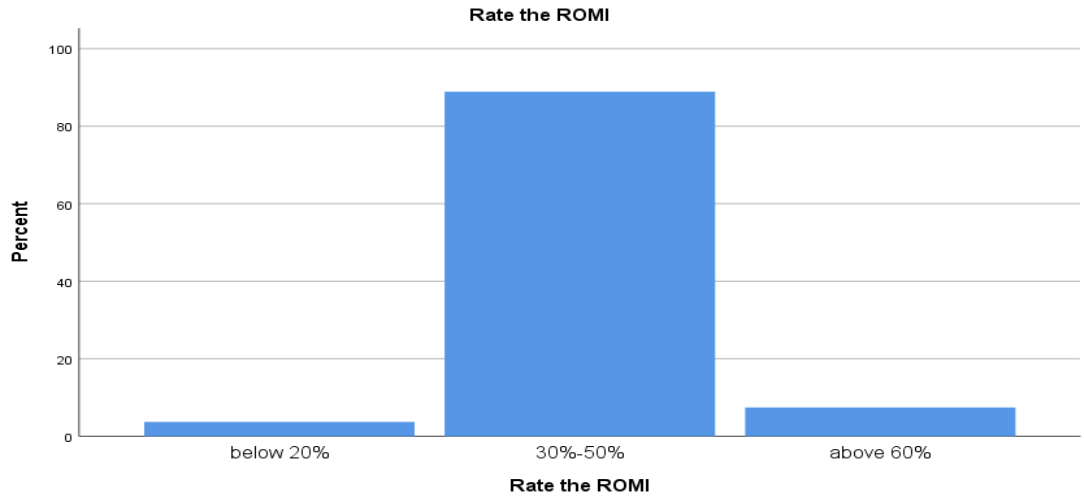
4.4.5 Rate of ROMI

Table 4.6 Rate of ROMI

		Frequency	Valid Percent
Valid	below 20%	2	3.7
	30%-50%	48	88.9
	above 60%	4	7.4
	Total	54	100.0

Source; Research Data (2020)

4.3 Rate of ROMI



Source; Research Data (2020)

The study's respondent shows that the level of return on marketing investment showed that two media houses have below 20 % of ROMI with (3.7%), forty-eight media houses are within the range of 30%-50% with (88.9%) and the media house which had 60% and above were four with (7.4%) therefore indicating the level of return of marketing investment is above the average

4.5 Marketing Strategies

The feedback of the respondents on the extent to which marketing strategies affect organization performance have been analyzed and presented in the table illustrating their frequency and percentages. The primary focus was on the four Ps of marketing which was the core service products strategies, pricing strategies, promotion strategies and distribution strategies.

4.5.1 Core Service Product Strategy

The tables show the mean and the standard deviation of the respondent's option on how the core product service affect the performance of the media houses in Kenya, which include the customer service, how product life cycle improves performance and the how the quality of service affects the performance of media houses in Kenya.

Table 4.7 Core Service Product strategy

	Descriptive Statistics									
	N	Minimum	Maximum	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Customer service	54	1	5	6.9	6.9	20.7	34.5	31.0	3.74	1.152
Life cycle improves performance	54	1	5	6.9	10.3	10.3	41.4	31	3.69	1.179
Quality of service offered	54	1	5	3.4	6.9	27.6	37.9	24.1	3.63	1.051
Aggregate Score									**3.69**	**1.127**

Source; Research Data (2020)

The table 4.7 shows how the core service product influences the organizational performance of the media houses in Kenya, and it is depicted by changing customer's service lead to the change of customer's mindset towards the organization by a mean of 3.74, The core service life cycle improving performance by way of 3.69 and the quality of the service offered by the media houses by the mean of 3.63. This support (Kotler, 2010) view that the purpose of the core service differentiation strategy is to develop a market spot that prospective and latent customers see as exclusive. As in the study, it shows that core product differentiation through customer service stood out. The average mean of the core product strategy was 3.68, which is close to 4, meaning

most of the respondents agreed with the study that the core product strategy affects the performance of the media houses in Kenya.

4.5.2 Pricing Strategy

Determinate of the price strategy includes price skimming, psychological pricing, penetrating pricing and economical pricing thus table 4.8 presents the respondent's opinion on the extent to which the pricing strategy has contributed towards the performance of media houses in Kenya.

Table 4.8 Pricing Strategy

	Descriptive Statistics									
	N	Minimum	Maximum	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Price skimming	54	1	5	24.1	20.7	27.6	24.1	3.4	2.76	1.148
Psychological pricing	54	1	5	24.1	24.1	24.1	24.1	3.4	2.81	1.183
Penetrating pricing	54	1	5	27.6	27.6	20.7	17.2	6.9	2.67	1.289
Economic pricing	54	1	5	31.0	24.1	24.1	17.2	3.4	2.91	1.377
Aggregate score									**2.79**	**1.249**

Source; Research Data (2020)

The result in table 4.8 shows that the pricing strategy has enhanced the performance of the media houses with a mean of 2.76 on skimming price and penetrating pricing while 2.81 on psychological pricing,2.81 on economic pricing. The average mean was 2.79, which was close to 3 saying most people were neutral about how the pricing strategy affects the performance of the media house in Kenya. Those responses were the same as those of (Colpan & Hikino, 2010) who established a positive and significant relationship between organizational pricing and organizational performance.

4.5.3 Promotional Strategy

The respondent of the promotional strategy includes advertisement, sales promotion and direct marketing on how they affect the performance of organization of media houses in Kenya.

Table 4.9 Promotional Strategy

	Descriptive Statistics										
	N	Minimum	Maximum	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation	
Advertising	54	1	5	0.0	3.4	6.9	51.7	37.9	3.96		.951
Sales promotion	54	1	5	0.0	3.4	20.7	41.4	34.5	3.93		.988
Direct marketing	54	1	5	0.0	3.4	24.1	37.9	34.5	3.93		1.096
Aggregate Score										**3.94**	**1.012**

Source; Research Data (2020)

The result in table 4.9 indicates a mean of 3.96 for the advertisement how it affects the performance of the business, mean of 3.93 of the sales promotion,3.93 for mean for the direct marketing, with the view of (S & A, 2014) the promotion strategy is meant to inform and attract new customers, while keeping the existing customers to increase their level of loyalty, rewarding loyal customers and expanding the organization's market share by stimulating the use of the business service thereby improving the performance. The study average mean was 3.94, which is close to 4; thus, the respondents had agreed that the promotion strategy affects the performance of media houses in Kenya.

4.5.4 Distribution Strategy

Distribution strategy provides the media house with a route for making sure that the service is offered close to the client where it has needed. The principle of accessibility tackles the critical field of service distribution. The table 4.10 handles the responses from the respondents on their view and level of agreement basing on various aspect of distribution strategy used by different media houses to deliver service to clients, on a five-point Likert scales, strongly disagree was 1 and strongly agree was 5.

Table 4.10 Distribution Strategy

	N	Minimum	Maximum	Descriptive Statistics						
				Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Country wide office	54	1	5	0.0	31.0	17.2	24.1	27.6	3.46	1.526
Freelancers	54	1	5	27.6	6.9	20.7	24.1	20.7	3.39	1.472
Aggregate Score									**3.43**	**1.499**

Source; Research Data (2020)

The table 4.10 shows that the standard deviation was on the country comprehensive office 1.526 and a mean of 3.46 and Std Deviation of 1.472 and a mean of 3.39 on the importance of the freelancers with the organization and how they affect the performance of the media house in Kenya respectively. (Kotler & Lee, 2008) indicated that one of the most obliging important of using distribution strategy is its capacity to offer to the consumer a specialized service delivery and in turn, it helps in building brand loyalty thus positioning the service in return increasing the level of the retention of clients towards a brand asset. The findings agreed with the study, and the average mean was 3.42, which is close to four which indicate that majority of the respondents had agreed with the findings of how the distribution strategy affects the performance of media houses in Kenya.

4.6 Competitive Strategies

The competitive strategy was the moderating variable, which indicated how the moderating had affected the performance of media houses in Kenya. The responses for the competitive strategy as the moderating variable on how it influences the organization performance of the media houses is denoted by the cost leadership, service differentiation, proper use and availability of technology within the media houses, how the branding of the media house improves its image and finally how skilled are the employees of the media house which were used as the unit of the analysis.

Table 4.11 Competitive Strategies

	Descriptive Statistics									
	N	Minimum	Maximum	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Cost leadership	54	2	5	0.0	3.4	13.8	34.5	48.3	4.22	.883
Service differentiation	54	2	5	0.0	10.3	20.7	20.7	48.3	4.09	.957
Proper IT	54	1	5	10.3	10.3	62.1	13.8	3.4	3.15	1.017
Branding improves image	54	1	5	0.0	3.4	17.2	55.2	24.1	3.87	.870
Skilled Employees	54	1	5	20.7	10.3	41.4	20.7	6.9	2.93	1.272
Aggregate Score									**3.65**	**0.999**

Source; Research Data (2020)

the bale 4.11 indicates the respondent's option on the completive strategies within the media houses in Kenya, whereby the cost of leadership was denoted by the mean of 4.22, service differentiation had a mean of 4.09, availability of Information technology (IT) facilities had a mean of 3.15, how brands improve the image had a mean of 3.87 and finally whether those media houses employ skilled personal had a mean of 2.93. The average mean was 3.65, which is close to 4, saying that most of the respondent agreed with the study that competitive strategy which is a moderating variable affect the performance of the media houses in Kenya.

4.7 Performance

The option of the respondents on performance was denoted by the effect of marketing strategies. Towards the positive influence on the return on investment, how the marketing strategies has enabled the media houses to move and attain a positive return on marketing investment. Whether marketing strategies have resulted in customer rent ion, has the market share grown out of the marketing strategies adopted, do the view ship of the media house increase and whether excellent organization performance improves the return on marketing investment. (ROMI)

Table 4.12 Performance

	Descriptive Statistics									
	N	Minimum	Maximum	Strongly disagree	Disagree	Neutral	Agree	Strongly agree	Mean	Std. Deviation
Marketing strategies influences ROMI	54	1	5	0.0	10.3	10.3	41.4	37.9	3.93	1.061
Positive ROMI	54	1	5	0.0	0.0	17.2	37.9	44.8	4.02	1.000
Customer Retention	54	1	5	3.4	17.2	13.8	37.9	27.6	3.70	1.268
Wider market share	54	2	5	0	20.7	13.8	34.5	31.0	4.02	1.019
Increase viewership	54	2	5	0	6.9	17.2	31.0	44.8	4.02	0.981
Improves ROMI	54	1	5	0	6.9	24.1	37.9	31.0	3.81	1.117
Aggregate Score									**3.92**	**1.074**

Source; Research Data (2020)

The table 4.12 denote the respondent's option on the performance of the media houses in Kenya whereby the influence on ROMI had a mean of 3.93, positively on ROMI had a mean of 4.02, and Customer retention had a mean of 3.70 more extensive market share had a mean of 4.02 increase of view ship had a mean of 4.02 and finally improve ROMI had a mean of 3.81. The average mean was 3.94, which is close to 4, meaning most of the respondents agreed that the performance of media houses in Kenya are affected by those variables.

4.8 Inferential Statistics Analysis Findings

Inferential statistics data are taken from a sample from a wider population where the sample is drawn. Inferential statistics aims to lay down the findings and conclude from the example and generalize them to the population. The responses summarized obtained data from the research questions were further analyzed by the use of both Pearson's correction and regression analysis model. The following were the results of the analysis

4.8.1 Correlation of Variables

The Pearson correlation analysis was conducted at 95% confidence level (α=0.05).To find the relationship between the variable under the study.

Table 4.13 Correlation

Correlations

		Core Service strategy	Pricing Strategy	Promotional Strategy	Distribution Strategies	Performance
Core Service strategy	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	54				
Pricing Strategy	Pearson Correlation	.213	1			
	Sig. (2-tailed)	.122				
	N	54	54			
Promotional Strategy	Pearson Correlation	.629**	.308*	1		
	Sig. (2-tailed)	.000	.023			
	N	54	54	54		
Distribution Strategies	Pearson Correlation	.394**	.049	.398**	1	
	Sig. (2-tailed)	.003	.726	.003		
	N	54	54	54	54	
Performance	Pearson Correlation	.545**	.384**	.622**	.497**	1
	Sig. (2-tailed)	.000	.004	.000	.000	
	N	54	54	54	54	54

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

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

Source; Research Data (2020)

All the independent variables, which include Core service product strategy, pricing strategy, promotion strategy and distribution strategy, had a significant correlation with the dependent variable. The core service strategy had R (correction of coefficient) of 0.545 and P-Value of 0.000, which is ≤ 0.05; thus, it is significant with over 95%. The pricing strategy had R of 0.384 and Pv of 0.04 which is ≤ 0.05, the promotion strategy had R of 0.622 and P-Value of 0.000 which is ≤ 0.005, and finally, the distribution strategy had R of 0.497 and P-Value of 0.000 which is ≤ 0.005, therefore, indicating that all the variables are significant with over 95%. The closer the value of P is closer to 1, the more influential the correlation between the variables. (Benesty & Chen, 2009)

4.9 Regression: Results for Independent Variables

Table 4.19 Regression

Model Summary

Model	R	R Square	Adjusted R Square	Std. The error of the Estimate
1	.728[a]	.530	.492	.30513

a. Predictors: (Constant), Distribution Strategies, Pricing Strategy, Core Service strategy, Promotional Strategy

Source; Research Data (2020)

The mode shows an adjusted R square of 49.2% meaning that 49.2% variance of performance was affected by the independent variable which was used in the study while the remaining can be explained by variables which were not included in the study.

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.152	4	1.288	13.835	.000[b]
	Residual	4.562	49	.093		
	Total	9.715	53			

a. Dependent Variable: Performance

b. Predictors: (Constant), Distribution Strategies, Pricing Strategy, Core Service strategy, Promotional Strategy

Source; Research Data (2020)

The significant of the model was P= 0.000, which ≤0.005; thus, the model was significant. Therefore, the model was substantial.

Table 4.20 Regression model

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.334	.503		.664	.510
	Core Service strategy	.178	.128	.179	1.390	.171
	Pricing Strategy	.227	.101	.232	2.241	.030
	Promotional Strategy	.339	.138	.325	2.446	.018
	Distribution Strategies	.211	.081	.286	2.613	.012

a. Dependent Variable: Performance

Source; Research Data (2020)

The regression model indicates that taking all the factors (Core service product strategy, pricing strategy, promotion strategy and distribution strategy) constant at zero the performance of media house would be 0.334. A unit increase of core service product strategy led to 0.178 increase in organization performance of media houses in Kenya. Besides, the study showed that a unit increase in pricing strategy led to a 0.227 increase in the organization performance of media houses in Kenya. Also, the study indicated that an increase in the unit of promotion strategy let to 0.339 increase in the organization performance of media houses in Kenya and finally the study showed that an increase in the group of distribution strategy allowed to 0.211 improvements in the organization performance of media houses in Kenya.

The study indicated that the promotion strategy has the most substantial influence on the organization performance of media houses in Kenya, followed by Pricing strategy, distribution strategy, then the core service strategy.

Y=Organization performance

X_1= Core service product

X_2=Pricing strategy

X_3=Promotion strategy

X_4=Distribution Strategy

α =Constant of the model

Organization performance =0.334+0.178 Core service product +0.227 Pricing strategy +0.339 Promotion strategy +0.211 Distribution Strategy

4.10 Testing of the Moderating Strategy

The moderating variables that were considered were the cost leadership and differentiation variables which should make an insignificant difference on R square change through the following illustration. The R square change was 0.008, which was 0.8%, the significant difference was 0.374, which is higher than 0.005; hence the moderating variable was insignificant; therefore, being considered as a weak moderating variable.

Moderation

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.728[a]	.530	.492	.30513	.530	13.835	4	49	.000
2	.734[b]	.538	.490	.30575	.008	.804	1	48	.374

a. Predictors: (Constant), Distribution Strategies, Pricing Strategy, Core Service strategy, Promotional Strategy

b. Predictors: (Constant), Distribution Strategies, Pricing Strategy, Core Service strategy, Promotional Strategy, Competitive Strategies

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.152	4	1.288	13.835	.000[b]
	Residual	4.562	49	.093		
	Total	9.715	53			
2	Regression	5.228	5	1.046	11.184	.000[c]
	Residual	4.487	48	.093		
	Total	9.715	53			

a. Dependent Variable: Performance

b. Predictors: (Constant), Distribution Strategies, Pricing Strategy, Core Service strategy, Promotional Strategy

c. Predictors: (Constant), Distribution Strategies, Pricing Strategy, Core Service strategy, Promotional Strategy, Competitive Strategies

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The chapter delivers a summary of the findings of this study, discusses the results and gives the conclusions on the effects of marketing strategies, competitive strategies and organizational performance of media houses in Kenya, by articulating the summarized findings of chapter four while relating them to the concepts and literature discussed in section two. Hence indicating the conclusions based on a detailed research question and the recommendation made in the line of inferential out.it finally exudes the suggestions for further research beyond the variables and elements under consideration.

5.2 Summary of the Findings

The study aimed to establish the effects of marketing strategies, competitive strategies and organization performance of media houses in Kenya, and what is the correlation between the marketing strategies and organizational performance of media houses in Kenya. The study adopted a descriptive research design with the unit of observation of six (6) media houses which had been in operation in Kenya for over twenty years while the unit of analysis was seventy-two (72) managers within the six media houses. The response rate was 75%; the quantitative data were analyzed using statistics objective and presented using tables. The following are a summary of the key findings.

5.2.1 Marketing Strategies

The findings indicated that in pricing strategy led to a 0.227 increase in the organization performance of media houses in Kenya. Also, the study indicated that an increase in the unit of promotion strategy let to 0.339 increases in the organization performance of media houses in Kenya and finally the study showed that an increase in the group of distribution strategy allowed to 0.211 improvements in the organization performance of media houses in Kenya. The Core Service product strategy helps media houses in changing customer mindset hence increasing sales; it also helps in improving the core product life cycle resulting in improve organization performance.

Increases the quality of services offered accordingly to increase sales, thus building organizational performance. Pricing strategy enhances development for business, therefore, growing customer attraction due to pricing flexibility which is demonstrated by the media houses to ensure that media houses get the best return on investment (ROI) and customers get the best value for money. These findings were the same as those of (Colpan & Hikino, 2010) who recognized a positive and significant link between Organization performance and pricing.

Promotion strategy helps in attainment of brand loyalty of the media houses, thus increasing sales. The outcome has resulted in the satisfaction of customers bringing assurance to them while enhancing organization performance in terms of ROI. The resources of the media houses used to reach out and widen the customer base at the end of viewership and listenership. The distribution strategy increases customer satisfaction by the uses of their freelancers, and it also increases the identity of the brand as customers can identify media houses countrywide and hence enhanced ROMI. (Kotler & Lee, 2008) note that one of the most valuable benefits of using distribution strategy is its capacity to offer consumers a personalized relationship, the customer relationship created out of distribution has also been shown to increase the loyalty capacity which consumers hold towards personal retailers as a contributing factor to brand asset

5.2.2 Competitive Strategies

From the findings, the moderating variable had an insignificant change of 0.374 which was higher than 0.005($0.374 \geq 0.05$) meaning that the moderating variable was not substantial thus it was considered to be a weak moderating variable. Previous research by (Chen & Liu, 2019) suggests that the performance implications of green innovation are moderated by competitive strategies like differentiation and cost-leadership. However, their conclusions state that these moderating effects are more prominent when competitive intensity is high. The current researcher, therefore, concludes that the level of competition among media house may not be so high.

According to (Onditi, 2018) in a study of competitive strategies and firm performance results show that generic strategies have a positive effect on the performance of business firms and that the individual effect of each of the generic strategies on the firm performance varies from one industry to another.

5.3 Conclusion

An organization pride's strength and development depend much on its lean marketing strategies establishment and implementation, and this would no doubt rely on the effectiveness and quality of the interplay of marketing mix model based on the marketing investment and the return expected as a basis and blueprint of business growth. The media sector in Kenya is among the most dynamic markets in Sub-Saharan Africa. A growing middle class, increase literacy, ever-increasing rural-urban migration, and the ever-increasing number of the cell phone usage as a platform for communication and content are all helping to create significant new business frontiers for the media industry. These bring a prompt that marketing remains essential towards showcasing the firm's offering, thereby informing organizational performance through, promotion, maintaining and retaining clients for business success and sustainability.

The study found out that most media houses in Kenya use marketing strategies at a different wavelength to increase their organizational performance. These range from product differentiation strategy, pricing strategy, promotion strategy and distribution approach with each having a positive result on the return on marketing investment and equally on organizational performance as a whole. In conclusion, there is a strong positive relationship between marketing strategies and organizational performance of the media houses in Kenya. Therefore, they need to carry out market analysis to understand the media market fully. Develop and implement realistic marketing strategies that embrace the 4ps of the marketing mix model. To achieve organizational perceived benefits by increasing realization of return on marketing investment or return on investment to reflect on overall business performance

5.4 Recommendations

The study found out that marketing strategy affect organization an there is a secure connection between organization performance and marketing strategies. Therefore, the media houses should adopt modern marketing strategies that are realistic and time-bound to increase the performance of their organization. They should build their brand through the promotional strategy to differentiate and position well considering that in Kenya, there are many emerging media houses.

5.5 Suggestion for Future Study

A similar study should be conducted using other variables like people, process and physical evidence for independent and moderating variables of the study.

The data collected were only for six media house more significant number of media houses should be included.

The data collected was limited only to the manager who is in top management; another management level should be included in the study.

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APPENDICES

Appendix I: Questionnaire

Section A. Demographic Information

1. Name of the Media House----------

2. How long has the Media House been operating in Kenya?

   a) Less than 20 years [ ]

   b) More than 20 years [ ]

3. What is your position at the Media House----------?

4. How long have you been working with the Media House?

   a) Below 3 years [ ]

   b) 4-6 years [ ]

   c) 7-10 years [ ]

   d) 10 and above [ ]

5. What is the rate of return on marketing investment (ROMI) at the Media House basing on marketing strategies?

   a) Below 20% [ ]

   b) 30-50% [ ]

   c) 60% and above [ ]

Section B: Marketing Strategies

6. To what extent do you agree with the following statements?

Use the key 1-5 for these sections as outlined below.

5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree

Comments	5	4	3	2	1
Core Service strategy					
Customer service helps in changing customer mindset thus increasing sales					
The core service life cycle improves the performance					
The quality of service offered improves sales					
Pricing Strategy					
Price skimming help in retaining the market share					
Psychological pricing increases sales					
Penetrating pricing help in building the market share					
Economy price encourages customers to buy more					
Promotional Strategy					
The Advertisement has enabled the media house to attain Brand Loyalty					
The sales promotion has improved customer satisfaction					
Direct marketing has improved the identity of a media house					
Distribution Strategies					
The countrywide office helps in satisfying your customers					
Freelancers help in increasing your sales					

7. Competitive Strategies

Use the key 1-5 for these sections as outlined below.

5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree

Cost leadership improves organizational performance to increase return on marketing investment					
Service differentiation improves marketing strategies, thus increasing the market share.					
Your organizational have a proper I.T system					
Branding improves your image thus getting a competitive advantage					
Your organization have a skilled employee					

8. Performance

Use the key 1-5 for these sections as outlined below.

5. Strongly Agree 4. Agree 3. Neutral 2. Disagree 1. Strongly Disagree

The effect of marketing strategies has a positive influence on the return on investment					
The effective marketing strategies have enabled media house to move and attain a positive return on marketing investment					
Marketing strategies result in customer retention hence return on investment					
Proper marketing strategies result in broader market share of the organization					
Adapting the right marketing strategies increase the viewership of the media house					
Excellent organizational performance improves the return on marketing investment (ROMI).					

Appendix II

Introduction Letter

30th January 2020

St Paul's University

Private Bag

Limuru

Dear Respondent,

I am currently pursuing a Master degree program me from St Paul's University.

In partial fulfilment of my degree program am expected to research Marketing Strategies, Competitive Strategies and Organization Performance of media houses in Kenya.

In line with this requirement, I would like to invite you to participate in this research by filling in the attached questionnaire.

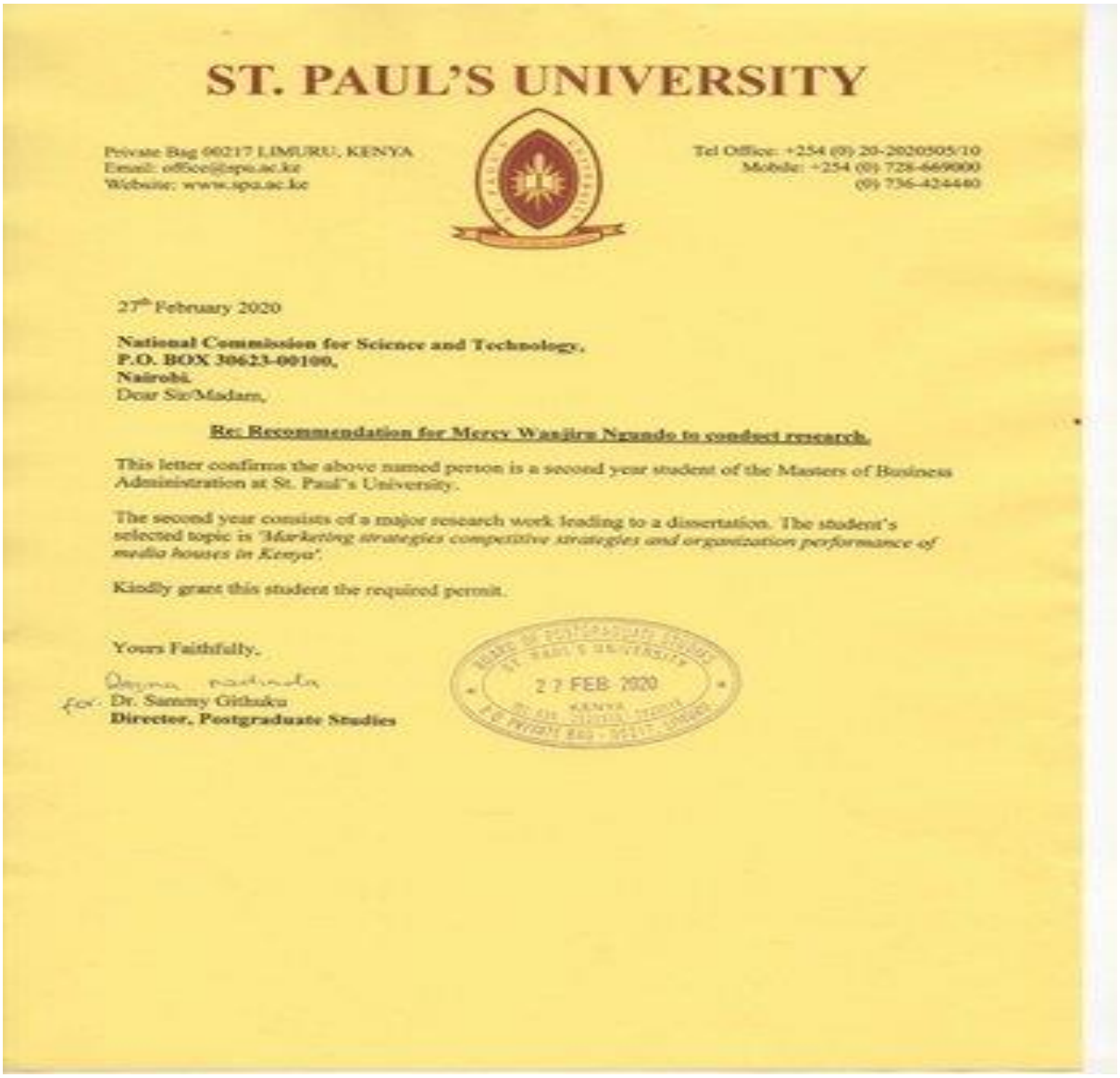
All the information will be treated with confidence and will only be used for academic purpose.

Yours Faithfully

Mercy Wanjiru Ngundo

Appendix III

Introduction letter from the university



ST. PAUL'S UNIVERSITY

Private Bag 00217 LIMURU, KENYA
Email: office@spu.ac.ke
Website: www.spu.ac.ke

Tel Office: +254 (0) 20-2020505/10
Mobile: +254 (0) 728-669000
(0) 736-424440

27th February 2020

National Commission for Science and Technology,
P.O. BOX 30623-00100,
Nairobi.
Dear Sir/Madam,

Re: Recommendation for Mercy Wanjiru Ngundo to conduct research.

This letter confirms the above named person is a second year student of the Masters of Business Administration at St. Paul's University.

The second year consists of a major research work leading to a dissertation. The student's selected topic is *'Marketing strategies competitive strategies and organization performance of media houses in Kenya'.*

Kindly grant this student the required permit.

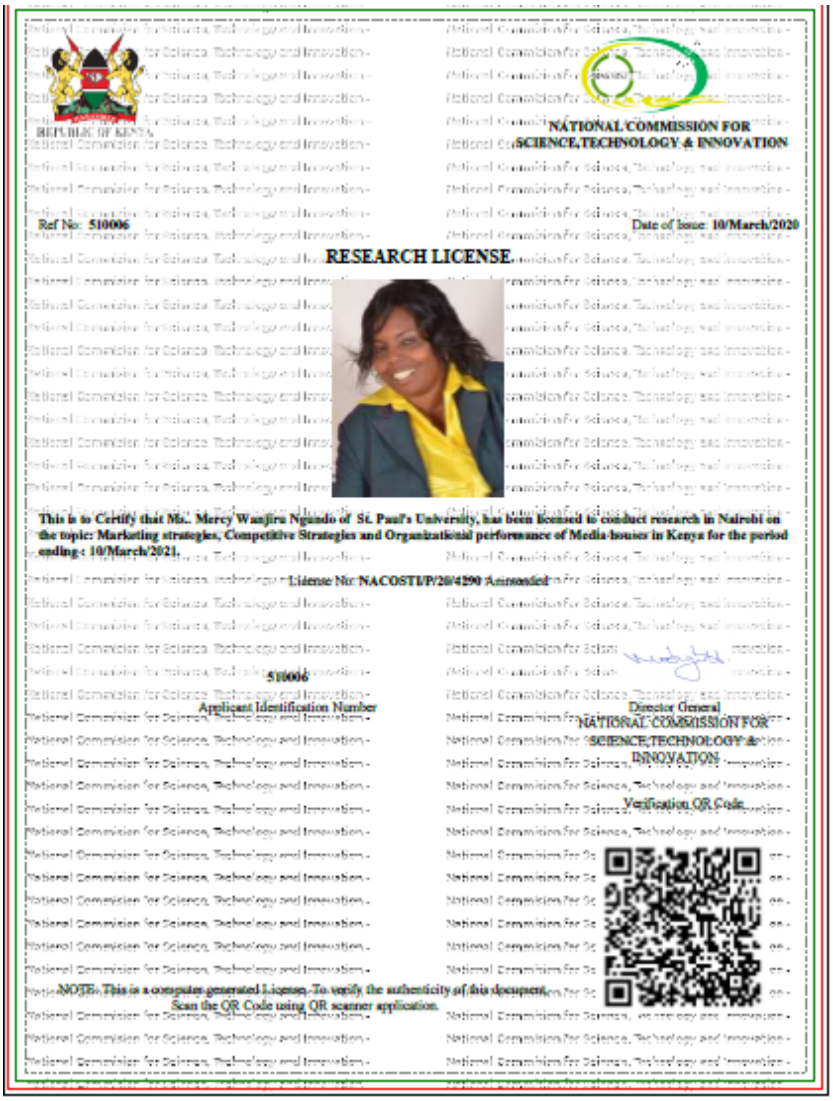
Yours Faithfully,

for Dr. Sammy Githuku
Director, Postgraduate Studies

27 FEB 2020

Appendix IV

NACOSTI Research Permit



REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Ref No: 510006

Date of Issue: 10/March/2020

RESEARCH LICENSE

This is to Certify that Ms. Mercy Wanjiru Ngundo of St. Paul's University, has been licensed to conduct research in Nairobi on the topic: Marketing strategies, Competitive Strategies and Organizational performance of Media houses in Kenya for the period ending : 10/March/2021.

License No: NACOSTI/P/20/4290 Annexed

510006

Applicant Identification Number

Director General

NATIONAL COMMISSION FOR SCIENCE,TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document,

Scan the QR Code using QR scanner application.

Appendix V

List of Media Houses

1	Royal Media Services
2	Kenya Broadcasting Corporation
3	Nation Media Group
4	Standard Group
5	Capital Group
6	Kass Media Group
7	Radio Africa Holding
8	Media Max
9	North Eastern Media and Telecommunication
10	Iqra
11	Radio France Intonational
12	International Broadcasting Bureau-VOA
13	BBC-English & Kiswahili
14	Tran-world Radio
15	Kitanbo Communication-Aljazeera
16	Sauti ya Rehema-SYR
17	Digitopia-Milele FM
18	Kenyatta University
19	Lolwe Television Networks
20	Hope Channel
21	Njata TV
22	Meru TV

Source: (Communications Authority of Kenya-CAK, 2016)