

**INFLUENCE OF ORGANIZATIONAL AND TECHNOLOGY FACTORS ON DIGITAL
MEDIA INTEGRATION IN NEW PRODUCT LAUNCH PROJECTS.**

A CASE OF UNILEVER, KENYA.

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REQUIREMENTS FOR THE DEGREE OF MASTERS IN PROJECT PLANNING AND
MANAGEMENT OF THE UNIVERSITY OF NAIROBI.**

2017

DECLARATION

I declare that this project is my original work and has not been submitted to any other university for any other academic award.

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This Research project has been submitted for examination with my approval as the University

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DEDICATION

I dedicate this study to my dear husband Greg Wanjama and our wonderful sons; Gabriel Thayu and George Mutana. My sons inspire me to be the best mother I can ever be. May you achieve an even higher academic qualification. I also pray that you will find interest in the Digital Media Field and that you will write academic papers on the same. I look forward to seeing how that will look like in your day.

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LIST ACRONYMS AND ABBREVIATIONS

GIS	-	Geographic Information System
P & G	-	Procter and Gamble
SAB	-	South Africa Breweries
ICT	-	Information, Communication and Technology

ABSTRACT

In a business environment characterized by a short product cycle, it is expected that a firm offering produce high returns within the sales period and this can only be realized if an organization tries to reach their customers in the best possible way. With the evolution of information technology, one of the ways in which customers are reached is through the use of digital media. Consequently project managers have started to consider digital media integration as an effective way of delivering new products to the market. The research sought to find out the influence of organizational and technology factors on digital media integration in new product launch at Unilever Kenya. The specific variables that were investigated include the influence of strategy, employee competence, organizational leadership and technology. The study employed descriptive survey design with the population being the 86 brand managers and staff for different products at Unilever. Data was collected by use of questionnaires, interview schedule and document analysis guide. Reliability and validity was established by use of a pre testing the questionnaire and conducting split-half technique to check reliability and verification by peer review and supervisor review. Finally data analysis was done through inferential and descriptive statistics. The findings were currently, Unilever adopts an integrated digital marketing strategy whereby it uses a combination of news delivery sites, creativity works sharing and social networking sites such as Facebook. The organizational factors that were found to affect digital media integration during a new product launch were the firm's strategy and human resource. A firm's strategy will determine how effective the product launch is done and also the potential customers reach. The human resource factor influence staff allocation and training to facilitate seamless launch. The firm's technological capacity influences the success of product integration and generation of accurate data. The study concluded that the use of digital media is more effective than the traditional media platforms for Unilever products especially for products with a short life cycle. In addition, the success of launching a new product is determined by both organizational and technological factors. The study recommends a more enhanced digital media integration and allocation of more human and financial resources to support adoption of more digital media platforms.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

In a competitive business environment that is also characterized by high expectation on a product or service returns, organizations try to reach their customers in the best possible way and this requires these firms develop strategies that will reach more customers at a minimum cost while at the same time creating customer satisfaction, value and loyalty, putting in mind the fact that the consumer journey changes year on year. (Hugh and Elizabeth, 2012). Increasing usage of digital media by consumers and the tendency of more potential users joining the digital age is driving more companies to use digital marketing to reach their target markets. With the coming and use of smart phones, the number of persons accessing the internet worldwide has increased almost exponentially. Indeed by the end of 2014, the numbers of Internet users around the world were over 2.8 billion and this vast information traffic will continue to double or triple every single year (Kaynar and Amichai-Hamburger, 2015). Therefore, the growth of Internet technology has enormous potential as it reduces the costs of product and service delivery and extends geographical boundaries in bringing buyers and sellers together. The Internet also allows small businesses to access markets and to maintain a presence that helps them to compete against the big players in the industry.

World over, the explosion of Internet-based messages transmitted through various media have become a major factor in influencing various aspects of consumer behavior including awareness, information acquisition, opinions, attitudes, purchase behavior, and post-purchase communication and evaluation (Stewart, David and 2009). With these changes, the tools and strategies for communicating with customers have changed significantly with the emergence of Digital Media and each project manager should identify how best to utilize this development to make its product reach the market effectively. Digital Media describes a variety of new sources of online information that are created, initiated, circulated and used by consumers' intent on educating each other about products, brands, services, personalities, and issues (Blackshaw & Nazzaro, 2010). It is evident that major marketers and project managers are shifting their budgets

today into new media categories. For example, Procter & Gamble spent \$4.1 billion on “measured” advertising in 2010 which includes print, TV, and other “old” media but at the same time spent \$2.4 billion on “unmeasured” media which includes events, contests, and the new digital media (Tedeschi, 2011). The U.S. auto industry on the other hand pulled \$1.8 billion out of the traditional “measured” media in 2006 and put much of it back into the Internet and other new media formats.

Technology development benefits not only consumers of a product but also firms that are introducing new products into the market. Kaynar and Amichai-Hamburger, (2015) point out that the strengths of Digital media include the resultant increased collaboration, participation, empowerment, and time. Digital media is collaborative and participatory by its very nature as it is defined by social interaction. It provides the ability for users to connect with each other and form communities to socialize, share information, or to achieve a common goal or interest. Therefore, the introduction of new product by a firm can reach many potential customers if one member of the social grouping get networked to the company launch and marketing scheme (Bertot, Jaeger, Grimes, 2010). Therefore, with more than one billion smartphones at the beginning of 2014, mobile is driving a second Internet revolution that is even more profound than the first one (Husson et al., 2015).

In Africa, the power of Digital media has transcended the region with the growing penetration of mobile phones and mobile internet usage on the African continent increasing the potential for instigating change as people literally have the power in their hands, with the touch of a button, to use digital media for the purpose of bringing about democratic transformation (Bailard, 2012). In addition, many small and medium enterprises that do not have the financial muscles to compete with large competitors are opting to use different forms of integrated marketing media to reach their customers. This has made, for example, large players in the beer industry in South Africa, such as SAB Miller to increase her advertisement budget in digital media from 2.3M Rand in 2008 to over 15M rand at the end of 2014. This implies therefore that online digital media have high potential for purposes of bringing about political and social change, with a focus on Africa. New technological developments that has led to the creation of web-based digital media services that provide what is commonly referred to as ‘live streaming’ provides ongoing and uninterrupted broadcasting of information and events through a set of digital media

and reaches thousands, if not, millions of potential customers during the launch of a product without them being physically present in the event (Bimber, Flanagin, and Stohl, 2011).

Fashion brands' involvement in such things as tweeting, blogging, and networking has led luxury brands to participate in the current trend. At first, most of the brands were somewhat reluctant to use technology; however, the industry has come to consider technology as an opportunity rather than a threat. Unlike the first predictions, digital media does not act against the positive reputation of brands. Interaction with customers via social media sites such as Facebook and Twitter actually builds up friendly attention, even affection, toward brands and stimulates customers' desire for engagement.

Internet marketing for digital products and services is one of the most significant developments in the information systems industry. The growth of digital marketing has presented a unique challenge for both marketing and information system managers. The growth of Internet technology has enormous potential as it reduces the costs of product and service delivery and extends geographical boundaries in bringing buyers and sellers together. Further, the Internet is used for advertising for example the spread of information via Facebook Pages, Twitter Accounts, e-mail, banners, splash display and viral marketing or partnership advertising (Bandyopadhyay, 2012).

Mobile, the Internet, e-mail, and video are a few channels that are increasingly trending and there is need to have knowledge about these techniques since buyers use the Internet as a source to find suppliers on a global level (Leek et al., 2008). Companies have explored digital-marketing vehicles such as video ads, sponsored content and online promotions. Web sites have been overhauled, and microsites for specific products or promotions have multiplied. Since digital products and services, such as graphics and on-line banking, can be delivered via the Internet, they are naturally considered information-oriented products or services. Porter and Millar (2005) mention the strategic importance of new technology as an opportunity to gain competitive advantages. The Internet has created a large opportunity to share and communicate data through electronic movement of information. Companies use it both internally in organization to facilitate business purposes (Bandyopadhyay, 2012). Marketers that use the Internet in their marketing strategy to affect the efficiency and effectiveness in the companies' processes also gain an advantage compared to companies using the traditional transactional approaches. Buyers

on the Internet follow a buying process just as for offline purchases. They search for information, evaluate options and make a buying decision.

Therefore, product launch managers can utilize the power of the internet to enhance their audience reach and therefore lead to increased product acceptability in the market.

1.2 Statement of the Problem

Project managers have recently started to consider digital media integration as one of the methods that is effective in delivering new products to the market at a lower cost than the use of the traditional mediums of product launch. Consequently, Chester et al, (2010) opines that it is important that they get to understand the dimensions and implications of new marketing paradigm because in absence of an effective way to deliver the product to the market, then the all process of product development might all be in vain. According to Kim and Ko (2012), the use of an integrated digital media can have a dramatic impact on a brand's reputation an appeal to the a large segment of the market that can access and use the internet for their communication. In their survey, they noted that one-third of survey participants posted opinions about products and brands on the brand's blog while 36% thought more positively about companies that have blogs. A recent study by DEI Worldwide (2014) found that 78% of consumers have visited social media sites to get information 59% of these consumers have made a purchase decision based on the information they found through the social media sites. This means that the social media is a powerful tool for a firm accessing its target market when used appropriately. It is based on this that, the influence of both organizational and situational factors on the digital media integration is of importance because it will give rise to the choice of effective use of different medium of social media to realize greater market penetration of a new product. This research will seek to find out what influence strategy, employee competence, technology and leadership have on the digital media integration for product launch.

Unilever Kenya Ltd. manufactures and markets food, home, and personal care products. The company's products include washing powder, laundry bars, fabric conditioners, maize meal flour, margarine, soups, sauces, condiments, toothpastes, toothbrush, body lotions, baby care jelly, face creams, beauty soaps. Its leading brands include Blueband, Royco, Lifebuoy, Omo, Geisha, Lux, Sunlight, Vaseline, Close up, Geisha among others. Unilever Kenya was formerly known as Africa Industries Ltd. Over the years , the company's level of dominance has decreased with the increased level of competition. Local competition has been experienced from such firms as Procter and Gamble and Reckitt Benckiser who manufacture and sell similar products. However, there has been a surging demand of the company's products and the firm estimates that the

current demand for its products in East Africa is at 80,000 tons a year. However, demand is expected to grow by 40 per cent over the next four years, hence making expansion necessary. At present therefore, the company plans to increase its capacity from to meet this increase in its anticipated demand. As the company projects its product demand to increase over the next decade as well as the existing and new competitors, there is need for the firm to come up with new approaches of marketing its products, away from the traditional methods that are limited on the reach. One such option is the use of the integrated digital media to market a newly introduced product, such as Blue Band. While commercial messages and interactions with consumers partner with media, events, entertainment, retailers, and digital services through social media, it is possible to perform integrated marketing activities with much less effort and cost than before.

A number of studies have been undertaken on the use of digital media for purposes of launching a product. While a number of mainstream publications outline key principles in application of digital media in marketing of a product and the challenges (Zarrella, 2009; Safko, 2010), academic analyses of its effectiveness in the product launch is rare (Thoring, 2012). Some of these studies that have been undertaken at the international level include an analysis of digital marketing in local television (Greer and Ferguson, 2011), nonprofit organizations (Waters et al., 2009), health promotion (Gold et al., 2011). Locally, Musyoka et al. (2014) studied market segmentation using Geographic information system (GIS), a case study of soft drink industry in Eastern Kenya. Unlike the above studies, this study will take a novel approach in applying the integrated digital media as part of the product development process, in launching to the market and assessing its effectiveness.

This study therefore seeks to investigate the factors influencing the integration of digital media in new product launch projects at Unilever Kenya. Unilever Kenya was selected because it is the market leader in Consumer Packaged Goods Category in Kenya.

1.3 Purpose of the Study

To determine the influence of organizational and technological factors on Digital Media Integration in New Product Launch Projects. A Case of Unilever, Kenya.

1.4 Specific Objectives

- i. To determine the influence of Strategy on digital media integration in new product launch projects at Unilever Kenya,
- ii. To establish the influence employee competence on digital media integration in new product launch projects at Unilever Kenya.
- iii. To determine the effect of organizational leadership on digital media integration in new product launch at Unilever Kenya.
- iv. To determine the influence of technology on digital media integration in new product launch at Unilever Kenya.

1.5 Research Questions

- i. How does organizational strategy on digital media integration influence new product launch?
- ii. How does an organizations employee competence influence the use of digital media integration to launch new products at Unilever Kenya?
- iii. How does organizational leadership affect digital media integration in new product launch projects at Unilever Kenya?
- iv. What is the influence of an organizations technological state on the digital media integration as a medium to launch new products at Unilever Kenya?

1.6 Significance of the Study

This study contributes to the research on the application of digital marketing in the in the light of global competitive challenges. In particular, it contributes to the rising body of research on how business entities in different regions of the world cope with the increasingly competitive global market and strategies they use to not only maintain and improve their competitive positions, but also acquire new market share regionally and internationally.

The management and staff of the Unilever Kenya will find this study an invaluable source of material in developing and harnessing their marketing approach especially for a new product in the present evolving and dynamic business environment. This study will provide insight on some of the challenges that may be faced in the development and implementation of an integrated digital strategies and how they can avoid them.

The government and regulators of the industry will also find invaluable information on how an integrated digital marketing strategies can be adopted and as a result put in place policies that will guide and encourage other organizations within and without the industry in implementing their strategies in an ethical manner.

1.7 Limitation of the study

The major weakness in the study will be the limited scope. This means that the findings might not be generalized. This study will be conducted with a strong presence of employees working at Unilever Kenya. It is possible that this exposure and working environment might contribute to their perceptions on the effect of integrated digital marketing in product launch. There is need therefore to also get the views of other staff from other commercial entities and non-profit oriented organizations to establish how non-church based pension schemes. Further, the study will use descriptive research design and there might be a need to employ various inferential techniques to validate further the results

1.8 Delimitation of the Study

The researcher will assure the respondents of confidentiality of the information given, by introducing herself as one of their own. This will help increase their trust and aide in their response rate and reassure them that the information collected is for academic purposes only. In addition, the researcher will get a letter from the University to present to the respondents before they fill in the questionnaires.

1.9 Assumption of the study

The study sample represents the Unilever Kenya population; the data collection instruments including the research questionnaire and interview guide have validity and measures the desired constructs; the respondents and key informants answer questions correctly and truthfully.

1.10 Definition of Significant Terms

Business Models: These are well specified system of interdependent structures, activities, and processes that serves as a firm's organizing logic for value creation (for its customers) and value appropriation (for itself and its partners) Sorescu, Frambach, Singh, Rangaswamy, and Bridges (2011).

Digital Marketing: It is the practice of promoting products and services using digital distribution channels and the ubiquitous nature of the Internet. Its wide global access has made it an extremely effective mode of communication between businesses and customers (Rowley, 2011).

Digital Media: These are online applications, platforms and media which aim to facilitate interactions, collaborations and the sharing of content (Richter & Koch, 2007).

Integrated Marketing: This is a communications attempt to coordinate and control the various elements of the promotional mix—advertising, personal selling, public relations, publicity, direct marketing, and sales promotion—to produce a unified customer-focused message and, therefore, achieve various organizational objectives (Boone & Kurtz, 2007, p. 488).

1.11 Organization of the Study

This proposal encompasses five chapters. Chapter one looks at the background information to the study, the statement of the problem, the research objectives and questions, purpose and significance of the study, assumptions, limitations and delimitations of the study and definition of significant terms. Chapter two is a review of literature on digital marketing both locally and internationally. Literature on theoretical framework of the study, empirical review, literature on the identified factors and conceptual framework is also sampled in this chapter. Chapter three will focus focuses on the methods of carrying out the research study. It covers the research design, target population, sample and sampling techniques, methods of data collection, research instruments, pilot testing, validity and reliability of the instruments, operational definition of variables, methods of data analysis and the ethical considerations of the research.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a presentation of the relevant literature, where the main variables relevant to answer the research question are further elaborated upon. It is an account what has been accomplished by previous scholars/researchers and what needs to be done. The trends created by predecessors pave the way for researchers to proceed further. The literature survey on different dimensions of topic under study is presented in the following heads: Theoretical framework then the empirical studies will be covered.

2.2 Digital Media Integration

Digital Media describes a variety of new sources of online information that are created, initiated, circulated and used by consumers' intent on educating each other about products, brands, services, personalities, and issues (Blackshaw & Nazzaro, 2010).). It is evident that major marketers and project managers are shifting their budgets today into new media categories. For example, Procter & Gamble spent \$4.1 billion on "measured" advertising in 2010 which includes print, TV, and other "old" media but at the same time spent \$2.4 billion on "unmeasured" media which includes events, contests, and the new digital media (Tedeschi, 2011). Further, the Internet is used for advertising for example the spread of information via Facebook Pages, Twitter Accounts, e-mail, banners, splash display and viral marketing or partnership advertising (Bandyo-padhyay, 2012).

Companies have explored digital-marketing vehicles such as video ads, sponsored content and online promotions. Web sites have been overhauled, and microsites for specific products or promotions have multiplied. Since digital products and services, such as graphics and on-line banking, can be delivered via the Internet, they are naturally considered information-oriented products or services. Porter and Millar (2005) mention the strategic importance of new technology as an opportunity to gain competitive advantages. The Internet has created a large opportunity to share and communicate data through electronic movement of information.

Companies use it both internally in organization to facilitate business purposes (Bandyopadhyay, 2012).

Different companies have been using the advent of technology and digital tools to enhance productivity and returns and are currently embracing social media to reach audiences and in performing several core activities, enhanced by application programming interface (API) protocols that allows software components to communicate with each other. Previous studies depict a consolidated inbound marketing method to cost less by around 69% compared to outbound marketing (Exhibitor Online, 2014).

According to a survey conducted by McKinsey in October 2011, the corporate use of digital tools to reach consumers favors website (78%) and e-mail communication (60%), while social media platforms ranked third (39%). However by 2015, digital media use for marketing by firms had increased 54% and therefore, in the future, it expected that digital tools will be more diffused and have distinct supremacy for the social media (McKinsey Quarterly, 2011).

Levine and Wakefield (2012) reiterated benefits from bought, owned and earned media; the latter is where social media evolved to gradually become an integrated marketing and promotional mix tool. They point the shift in power that social media brings by enhancing consumers influence over advertisers. With Facebook, for example, consumers are made to engage across owned media, to foster creation of earned media (stories), which is further amplified by bought media (Klous, 2012). According to Solis (2011) there is not yet a standard for drafting a social media marketing strategy and plan. This is attributed to the fact that social media is based on content and this is unique to each brand or location. To develop a social media marketing plan it should start from data collection and documentation, state of social affairs, and building competitive intelligence.

Qualman (2010) went further to describe a shift in paradigm elicited by the ease and speed of flow of information amongst the social graph, creating collective intelligence and this impels business models to fully transform their system to address the impact and demand of social media. He named it the rise of *socialnomics*, which defines the value created and shared by social media and its cross-cutting influence on economic, political, and relational outcomes. The perceived power of *socialnomics* is not just online, but it can drive activity to the offline world, where everyone could become a winner: consumers and businesses alike.

Evans and Mckee (2010) suggested that Web 2.0 technologies act together to equalize the market positions of suppliers, manufacturers, businesses, organizational leaders, customers, and stakeholders. They perceived a shift from social media marketing towards social business that will enhance the innovation cycle, resulting from sharing of information and its use inside the organizations. This very much depicts, in their view, the challenges that will be facing IPAs to ensure they are well equipped in a world that is advertent to becoming —innovation-oriented (Evans & Mckee, 2010).

Terranova (2004) depicting new business models to be dependent on the performance of free labor, without which there would be no content and therefore no profit. In the same context, she cited Huws (2003) analysis that Web 2.0 encourages the tendency to offload labor costs onto consumers. O'Reilly (2005) saw Web 2.0 applications built on the basis of architecture of participation, that continuously grows into massive databases of user information with each new participant adding content, unknowingly adding value to the site. However, marketing specialists consider calculating effectively the return on investment (RoI) on social media campaigns as a major challenge (eMarketers, 2011). Time zone differences have an impact on posts, so does the day and time to get the attention. A US company found that Twitter and Facebook posting between 1 - 4 pm from Monday till Thursday showed the best chance to achieve a high click count, with the peak on Wednesday at 3 pm, and Friday evening the slowest time (Marketingcharts, 2012).

Therefore, product launch managers can utilize the power of the internet to enhance their audience reach and therefore lead to increased product acceptability in the market.

2.3 Theoretical Framework

There are different theories on digital marketing, each identifying it's own paradigm and concept about digital marketing. The study is greatly interested with marketing theories that identify its relationship with the growth of digital marketing and its impact in the product launch sector. Highlighted below are some of such theories which include;

2.3.1 The Technology Acceptance Model (TAM)

The TAM Model was advanced by Davis (1986) and specifically addresses the determinants of computer acceptance among end users. TAM theorizes that an individual's behavioral intention to use a system is affected by two beliefs: perceived usefulness and perceived ease of use of the technology. In the case of product activation, the perceived usefulness is the extent to which a person believes that using the digital marketing system will improve his or her job performance while perceived ease of use is the extent to which a person believes that using the system will be free from error (Venkatesh and Davis, 2010). TAM posits that both beliefs are of primary relevance to computer acceptance behaviors.

The goal of TAM is to provide an explanation of the determinants of computer acceptance that is in general capable of explaining user behavior across a broad range of end-user computing technologies and user populations, while at the same time being both parsimonious and theoretically justified. But because it incorporates findings accumulated from over a decade of Information Systems research, it may be especially well suited for modeling computer acceptance (Welch, & Worthington, 2010). TAM posits that the intensity of an individual's intention to use a technology can be explained jointly by his or her perception about the technology's usefulness and attitude towards the technology use. Rowley (2011) state that technology should be both easy to learn and easy to use; this implies that perceived ease of use is expected to have a positive influence on users' perception of credibility and intention of using internet marketing

2.3.2 Resource-Based Theory

This perspective is based on the firm's internal competence i.e., the resources and capabilities. According to Barney (1991), a firm's competitive advantage is derived from those capabilities that are unique and non-substitutable and are the main drivers of the firms' performance. These capabilities constitute the core competencies' of the firm (Prahalad and Hamel, 1990). According to RBV, a firm may outsource all activities other than its core competencies. For example, a firm should outsource its IT activities if IT is not part of its core competencies (Steensma and Corley, 2002). RBV encourages the firm to evaluate whether it is more efficient to make a product in-house or to buy it from the market. Within this framework, outsourcing is more promising when the firm decides that a function is not part of its core competencies and it can acquire the right

quality at the right price from an external provider. In the end the goal is to reduce cost and improve service and free up management talent for the firm's core strategic business concerns (Khosrowpour et al, 1996).

The inadequacies of the transaction-cost and resource-based views have brought about the relational view that draws from both the transaction cost and resource-based approaches. This view focuses on creating value through different forms of partnerships for both the parties. As discussed by Dyer and Singh (1998), relational rents are created wherein partners share, combine, or invest their assets, knowledge, or capabilities, or employ effective governance to lower their transaction costs or improve synergies. Thus, a firm will enter into an outsourcing relationship only if the vendor-client relationship offers relational rents generated through inter-firm exchange or sharing of knowledge, capabilities, and assets.

2.4 Social Media Platforms

Burson-Marsteller (2013) state that there several international companies, both in the corporate and project planning field acknowledge the value of engaging in social media to reach their target customers. Within the cluster of social media platforms, Twitter is the preferred media tool among Fortune Global 100 companies, with two-thirds (65%) having a presence on the social network. Some of the very same organizations appreciate the value in the frequency and sustained engagement of the product with the usage of the social media platforms. The common social media platforms that are used by project managers in launching their products include the Facebook, Twitter, YouTube and corporate blogs.

Facebook is an avenue to stay visible and successful by making a face or a presence for the organization online. Facebook is one of the extensive social network on earth and almost reaching the 500 million active users mark, yet it continues to surpass former social networking giant MySpace (O'Neill, 2012). Nick O'Neill, a full time entrepreneur building a digital media company, shares that the company may hit the 600 million user mark and was expected to surpass \$1.5 billion in annualized revenue by end of 2015 (O'Neill, 2012). For a firm, the key objective is to put in place an overall social media strategy instead of a standalone plan for Facebook since potential customers tend to visit different social media sites and platforms with lightning speed, it is therefore imperative for companies to observe and manage their presence within a given site as a tactical execution (Manchanda, 2010). However, he opines that

organizations tend to measure the impact of social media in a quantitative way rather than in a qualitative way. This means that these particular organizations tend to count the number of “followers” that are participating in Facebook, instead of looking closely at these “followers” and analyzing their behavior in relation to the product; this can lead to recruiting them as unpaid evangelists.

Twitter is an effective medium for communications, whether it is to read or receiving the latest news to virtual conversations and building community (Green, 2013). He further notes that the apparent advantage for the project managers to utilize social media is for the purpose of customer service, and Twitter is the ideal medium for resolving customer related issues or simply leaving a positive impact on the guest with a simple “thank you or you are welcome” tweet. However, the finest in the business are going the extra mile in the customer service arena. King (2011) points that businesses regardless of size are at present found own exclusive way to harness the power of Facebook and the distribution possibilities made available via Twitter. The secret towards an effective use of Twitter is for these organizations is to before choosing a social media platform to always conduct some Research, determine their own goals, identify a twitter profile, build social equity and finally track the conversion rate measure (ROI) (Lim, 2012).

The growth and the advancement of the Internet has been high in the last decade and with this growth, the application of the YouTube has come out as one of many social media tools that businesses can explore and maximize their potential (Lim, 2012). YouTube is a video broadcasting channel, where millions of videos being hosted and viewed by 400 million people worldwide who are actively seeking information (Shipley, 2010). A project manager or a business unit can use YouTube to promote and communicate with the audience to the business and therefore attracting new customers by producing high-definition video or HD video and uploading them on YouTube. Product managers can upload videos of an event an event about the company or an introduction or demonstration of a new product launched. Once videos are uploaded, it will reach the masses and ultimately the intention of using YouTube is to draw people to the product or a business.

Corporate blogs or blogs is a new-age way of communicating online used as a public interface to the company. This form of social media gives a personal touch with which is why a lot of small

companies, especially the web-based ones are using this as a combination of customer support, PR/Media announcements and generally a way to get messages through to the targeted audience in a more personal manner (Lim, 2012). A blog is simply the colloquial short version of a Weblog and it's a combination of 'web' and 'log' which means a website. It is generally low cost as compared to traditional marketing strategies. The use of corporate blogging enables companies to strengthening relationships with their customers. Business units should take advantage of corporate blogging to market their business and reach out to its audience online (Brusha, 2008). The intention for the blog is to provide a channel for a company, where their audience can interact with the company and hear what the audience have to give as feedback and build on the community.

2.5 Factors Influencing Digital Media Integration

In the private sector research has been carried out into the benefits that can be accrued, from the adoption of digital platforms in their product development and launch. The factors that might influence product launch when using digital integration platforms include the organizational strategy and readiness, employee competence, technology and leadership (Teo et al., 2009).

2.5.1 Organizational Strategy and Digital Media Integration

An organization's product launch project would ordinarily undergo vertical and horizontal integration across systems in a firm and consequently, it is imperative that the system be built around well-accepted technical content and process/procedural standards (Subramani, 2014). The author further notes that, since the project integration system has to meet legal requirement of audit-ability, etc., it must also comply with legal/administrative frameworks prevalent in the country. During the digital integration process, the system should be developed around open source technologies, standards and future strategy. Hardware optimizations such as active-active failover, load balancers, proper sizing of servers and finally disaster recovery of the setup should be planned and implemented in advance. The interface design should be intuitive, easy to use and with proper upward-downward navigation to ensure that the product launch is done in a smooth way to reach the largest possible target customers.

The main organizational factors that appear to impact on the likely adoption of digital integration of a firm product launch will include the size and type of operation. Digital integration is more evident in bigger organizations than smaller. Small to medium enterprises (SMEs) often lag behind larger organizations in digital integration adoption because of the lack of the resource capacity (ISM/Forrester Research, 2011). Reasons for this include owners' attitude, resource poverty, limited IT infrastructure, limited knowledge and expertise with information systems (Harland et al., 2007). However, the digital integration for small enterprises can be realized through the web-based enterprise cooperation (Berlak and Weber, 2004) or if the SMEs can see the business case for digital media integration for their product launch and therefore combine their limited resources to achieve the set strategic objective (Harland et al., 2007). Some types of organizational operations seem to lend themselves to digital media integration since some digital

media applications often goes hand-in-hand with repetitive product sales aimed at reducing human intervention and paperwork and often resulting in improved performance in terms of product sales (Melville et al., 2012).

2.5.2 Employee Competence and Digital Media Integration

The adoption of the digital media integration entails a quantum jump in terms of organizational technology and it is therefore important that stakeholders and organizational staff of traditional advertising system are appropriately facilitated to absorb the technology. The adoption of the new product launch system will depend to a large extent on the staff capability to monitor and evaluate the performance of the application of the digital media to promote the product and also to adjust its deliverables during the project implementation (Panda and Sahu, 2011). The smooth change over to new system and its acceptability by stakeholders to a great extent would depend upon the training imparted for it. A well thought out and supportive environment must be created so that all problems faced by the system users are addressed in a time-bound and user-friendly manner Supportive environment (Peansupap and Walker, 2005)

Almazighi (2009) noted that product launch visibility using the digital media will depend on the extent to which the partner's internal information system is integrated and this will depend on the staff training and development programs that have been put in place. Firms with poor IS integration often face difficulties in connecting their customers, suppliers, and business partners, causing a delay in collecting and exchanging market information among supply chain participants (Zhu 2004). In the absence of the organizations internal information system integration, the supplier's supply chain activities may have only limited visibility for the buyer. In his study on the business value of e-commerce capability and IT infrastructure, Zhu (2004) points out the importance of internal information system integration for front-end customer connectivity in reducing the constraints of time and distance on businesses.

2.5.3 Organizational Leadership and Digital Media Integration

The success of any project outcome to a great extent depends upon the top management buy in and the subsequent support. The push of the top management and political will is an important factor for successful implementation of digital media integration in both private and public institutions. (Moon (2015). This is because the top management of a firm will be the ones involved in committing necessary resources and mandating the use of the digital media integration platform and requires commitment of the top leadership to the system. The organizational leadership will also be involved in shaking the bureaucratic slumber and ensuring critical inter-departmental coordination that requires push from top leadership is achieved.

The implementation of digital media integration platforms should take into account the opportunities that would be available once media choice is put in place in place. Major benefits from the adoption of digital media integration are likely to accrue to the organization from the aggregation of demands of different types of potential clients due to its increased reachability to a large audience (Carayannis and Popescu, 2009). The system would facilitate optimization of costs due to bulk delivery of the marketing message and this will help the business institutions to leverage its project marketing platform with prospective target customers. Angeles and Nath (2010) further posit that effective change management plan in terms of imparting training to stakeholders of the system like internal users, vendors and institutionalized mechanism for obtaining feedback from stakeholders is necessary for smooth roll out of the system.

2.5.4 Technology and Digital Media Integration

This shift in the information control needle is dramatically influencing the way consumers receive and react to market information (Veron-Jackson and Cullinane, 2008). Consequently, marketing managers and project managers are seeking ways to incorporate social media into their product launch strategies (Li & Bernoff, 2008). The traditional communications paradigm, which relied on the classic promotional mix to craft product launch strategies, must give way to a new paradigm that includes all forms of social media as potential tools in designing and implementing IMC strategies. Contemporary marketers cannot ignore the phenomenon of social media because it has rapidly become the de facto modus operandi for consumers who are disseminating information on products and services.

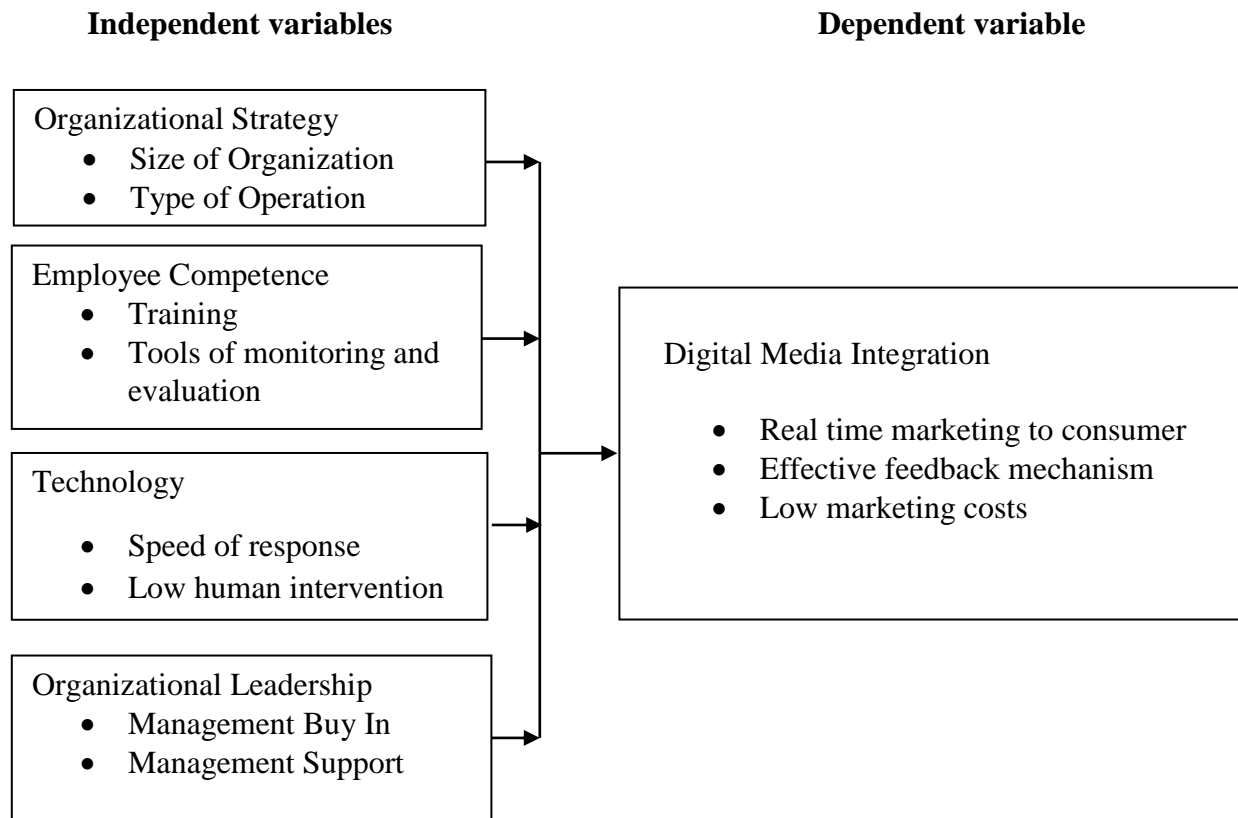
Adoption process context refers to the manner in which a digital media application is introduced in organizations and the assessment of whether the organization has an adequate technological capacity to include organization integration, organizational transaction ratio, enabled process changes. These factors play an important role in affecting the benefits to be gained from the successful adoption of digital media integration in the new product development (Enright and Roberts, 2011). Digital media integration is defined as the seamless electronic exchange of data between organizational system and back-end operational applications such as enterprise resource planning systems, inventory systems and management systems among others. A seamless digital media integration implies that human intervention is not required for entering transaction data which in turn improves data accuracy, reduces paperwork, and enhances the quality of decisions due to quicker availability of timely information. This line of argument is consistent with the findings reported by Mackay and Rosier (2006) who found that organizations received considerable benefits when their EDI enabled electronic purchasing systems were integrated with back-end key IT applications.

2.6 Conceptual Framework

A conceptual framework is a diagrammatical research tool intended to assist the researcher to develop awareness and understanding of the situation under scrutiny and to communicate this (Cole, 2002). A conceptual framework is used in research to outline possible courses of action or to present a preferred approach to an idea or thought. It can be defined as a set of broad ideas and principles taken from relevant fields of enquiry and used to structure a subsequent presentation. The interconnection of these blocks completes the framework for certain expected outcomes.

An independent variable is one that is presumed to affect or determine a dependent variable. It can be changed as required, and its values do not represent a problem requiring explanation in an analysis, but are taken simply as given. The independent variables in the study will be: the organizational strategy, employee competence, technology and organizational leadership. A dependent variable is what is measured in the experiment and what is affected during the experiment, it responds to the independent variable (Kothari, 2003). In the study the level of digital media integration in the new product launch will be the dependent variable that is to be measured.

Figure 2.1: Conceptual framework



The dependent variable is Digital Media Integration, and its dependency is in four main independent variables which include Organizational Strategy whose indicators are Size of the organization and type of operation. The second independent variable is employee competence whose indicators are Training that is availed to the employees and tools for monitoring and evaluation. The third independent variable is Technology whose indicators are speed of response and low human intervention. The last independent variable is Organizational Leadership whose indicators are Management buy in and support.

2.6 Summary of Literature Review

This chapter looks at other scholarly and literature works from different renowned and distinguished scholars and authors on the concept of digital integration and how it can be used to promote a product when being introduced in the market. It started by highlighting the theoretical framework guiding the study followed by a detailed discussion on the role of the different social media platforms. In addition, the chapter covered the factors influencing digital media integration and finally looked at the empirical studies on the research subject matter. The conceptual framework which is a diagrammatic representation of all the identified variables and how they interact and link with each other was also covered.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter presents the methods, tools and sources of research data collection, target groups and organization where data will be collected. It outlines the project's research design, population of interest, sampling procedure, data collection instruments and further discusses how the data will be analyzed.

3.2 Research Design

According to Mouton (2001:72), designing a social research “requires a researcher to map out strategies or a research design he or she will be using as a guiding tool for enabling him or her to get the most valid results for the problem being investigated”. Berg (2001:60) defines a research design as a “road map used for planning when undertaking a research study” while Yin (1994:20) defines a research design as a “logical plan for getting from here to there where ‘here’ is the initial set of questions to be answered by the participants and ‘there’ is some set of conclusions derived from the findings”.

This research will employ a descriptive survey design. This is where interview schedules will be used to collect information and data. This will also use a qualitative approach that will seek to capture detailed information about the perceptions that Brand Managers have on Digital Media Integration on product launch projects at Unilever. A descriptive survey design determines and reports the way things are or answers questions concerning the current status of the subjects in the study (Mugenda and Mugenda 1999). A descriptive survey is a fact-finding enquiry, involving asking questions (often in the form of a questionnaire) of a group of individuals, adding that the major purpose is description of the state of affairs as it exists at present and represent the findings/ information statistically (Kothari, 2004).

The descriptive survey design is therefore useful for gaining statistical knowledge of individual, organizational, social and real life occurrences thereby allowing retention of the holistic and meaningful characteristics of the real life events.

In light of this therefore, a descriptive survey design will be the best design to fulfill the objective of the study as the results will be expected to provide an insight in understanding how institutional and technology factors influence Digital Media Integration during the new product launch at Unilever Kenya.

3.3 Population

Unilever has approximately 86 Brand Managers and Staff who will constitute the population for this interview. The study will encompass the entire population. The entire population was selected to ensure that the brand is well represented from all angles by engaging the various members of staff that interact with the brand on a day to day basis.

3.4 Data Collection

Data are to be collected through the use of a questionnaire and interview guides that will guide the face to face interviews as the study captures some qualitative variables such as opinions, views and perceptions. The questionnaires have been picked as the appropriate tool for this study because they capture both quantitative and qualitative data while the Interview Guide will capture qualitative data. Questionnaires will be administered to the general staff while interviews will be conducted specifically to the Brand Managers. The questionnaire will have close-ended questions to collect quantitative data, as well as open-ended questions to collect qualitative data. The sample size is medium sized and given the time constraints, questionnaires are the ideal tool for collecting data (Kish, 2011).

The interviewees will be those involved with identification, development and marketing of the firm's products. The target interviewees will be Product Development, Activation, Marketing, Finance and Brand managers. These are considered to be key informants for this research. Key

informants are also a source of information that can assist in understanding the context of an organization or clarifying particular issues or problems of the study.

The interview guide will be made up of three sections namely; respondents' profile, the digital integration framework existing at Unilever (K) Ltd and the influence of strategy, employee competence, technology and leadership on digital media integration in new product launch projects at Unilever Kenya.

3.5 Research Quality

3.5.1 Reliability of Research Instruments

When the outcome of the measuring process is reproducible, the measuring instrument is reliable. Reliability is broadly defined as the degree to which measures are free from errors and therefore yield consistent results. For this study several precautions will be taken to reduce sources of errors, and thereby increase reliability. During the interview, the interviewer will have a tape recorder to verify that all the replies are correctly noted and that the interviewer could concentrate on the replies. The respondents will be asked control questions to test whether the respondent understand the question and as such responded correctly. Furthermore, since several repeated personal interviews will be conducted and the closeness of the main respondents do not miss out on meaningful formulations and gestures (Fowler, 1993).

A pilot test will be undertaken to increase the instrument validity. The smaller the variability (or stronger the correlation), the greater the internal consistency reliability of the survey instrument.

3.5.2 Validity of the Research Instruments

Researchers want to know if their measure is valid, and the question of validity expresses their concern with accurate measure. Validity is broadly defined as the ability of a scale or measuring instrument to measure what is intended. The degree of validity of the study will depend on the reliability of the facts presented, and whether or not the right variable is being measured. The fact is that it is difficult to determine whether or not a method is 100 percent valid. An effort to

avoid leading questions will be made during the interview. The following measures will be taken to increase the validity:

- i. Probing technique will be used, which means that during the interview, control questions will be asked to assure that no misunderstandings takes place regarding the questions.
- ii. The interview will be made with the most knowledgeable person or customer in the Unilever (k) Ltd Company.

3.6 Data Analysis

Data collection is the systematic recording of information, while data analysis involves working to uncover patterns and trends in data sets. By publishing data and techniques used to analyze and interpret the data, scientists give the community the opportunity to both review the data and use it in future research. (Best and Kahn, 2006)

The data that will be collected will be analyzed using Microsoft Excel and Statistical Package for Social Scientists (SPSS) version 12.0 software. This software is commonly used for analyzing survey data (ibid) and its choice is underpinned on its numerous advantages ranging from user friendliness, ability to analyze multi-response questions, cross section and time series analysis, and cross tabulation to capability to be used alongside Microsoft Excel and Word. The process usually consists of data cleaning and initial data analysis. Data cleaning ensures that erroneous entries are inspected and corrected where possible. The initial data analysis uses descriptive statistics to answer questions on the quality of the data, the quality of the measurements, the characteristics of the data sample and whether the implementation of the study fulfilled the intentions of the research design.

3.6.1 Qualitative Data Analysis

The data obtained from the interview guide will be analyzed qualitatively. The qualitative analysis is adopted in this study because the researcher will be able to describe, interpret and at the same time criticize the subject matter of the research since it will be difficult to do so numerically. It will also enable the researcher to make individualistic judgment on the research subject matter.

The qualitative analysis will be done using content analysis. Content analysis is the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprise the object of study. Content analysis, as a class of methods at the intersection of the qualitative and quantitative traditions, is used for rigorous exploration of many important but difficult-to-study issues of interest to management researchers (Carley, 2003). This approach is more appropriate for the study because it will allow for deep sense, detailed accounts in changing conditions.

3.6.2 Quantitative Data Analysis

Data collected from the questionnaires will be analyzed quantitatively. Quantitative data analysis is where data is converted to numerical codes which is referred to as ‘coding’, which typically includes as much information as possible, avoiding initial omission of critical information which might be impossible to recover later and also ensuring accuracy and consistency. Similar information will be categorized and grouped together to give a summary of results using descriptive statistics on all variables. The descriptive statistics to be used include measures of central tendency (mean, mode and median) and the measures of dispersion, including the standard deviation, range, skewness and kurtosis (Nunnally, 1978).

The mean, the arithmetic average of the values in the set, is obtained by summing the values and dividing by the number of values. The median is the middle number in an array of values ordered in an ascending manner. The mode is the value that occurs with the highest frequency. Measures of dispersion indicate variation in the data set. Standard deviation measures the spread of the distribution about the mean. Skewness and Kurtosis both indicate departures from normality (Nunnally, 1978).

Skewness is another name for asymmetry; one tail of the curve is drawn out more than the other. A negative value indicates skewness to the left; a positive, skewness to the right. Kurtosis is the peakedness of the curve. A negative value indicates platykurtosis (fewer items at the mean and at tails but more in intermediate regions). A positive value shows leptokurtosis (more items near the mean and at the tails but fewer in the intermediate regions). One way of determining if the degrees of skewness or kurtosis are significantly non-normal is to compare the numerical value for skewness/kurtosis with the range formed by twice the standard error of skewness/kurtosis (Nunnally, 1978). If the value for skewness/kurtosis falls within this range, then the distribution will be considered to be sufficiently normal.

To uncover the relationships between different types of variables, Pearson’s correlation coefficient (Pearson’s r) will be used. It is a statistical measure of the co-variation or association between two variables. The correlation coefficient r , ranges from +1.0 to -1.0. If the value of r was 1.0, there was a perfect positive linear relationship. If the value of r was -1.0, there is a perfect negative linear relationship or a perfect inverse relationship. No correlation is indicated if

$r = 0$. The correlation coefficient indicates both the magnitude and direction of the linear relationship (Nunnally, 1978). The correlation matrix and factor analysis will be used as the standard form of reporting the correlation results because this statistical approach can be used to analyze interrelationships among a large number of variables and to explain original variables not only in a condensed way but also in terms of their common underlying dimensions (factors) with a minimum loss of information.

3.7 Operational Definition of Variables

Research	Objective	Variable	Indicator Measurement	Level of scale	Data collection	Type of analysis	Level of analysis	Tools of Analysis
To determine the influence of organizational strategy on digital media integration in new product launch projects at Unilever Kenya	Dependent Variable Digital marketing integration	<ul style="list-style-type: none"> Real time marketing to consumer Effective feedback mechanism Low marketing costs 	<ul style="list-style-type: none"> Record outputs 	Nominal	Questionnaire	Qualitative	Deductive	Frequency table (proportion)
			<ul style="list-style-type: none"> Capital investment 	Nominal	Questionnaire	Quantitative	Deductive	
			<ul style="list-style-type: none"> Timely response to customer query 	Nominal	Questionnaire	Quantitative	Descriptive	
			<ul style="list-style-type: none"> Existence of upward/down ward interface 	Nominal	Questionnaires	Quantitative	Deductive	
	Independent variable Organizational Strategy	<ul style="list-style-type: none"> Size of organization Type of operation 	<ul style="list-style-type: none"> Easy interaction with customers 	Nominal	Questionnaires & Interview Guide	Quantitative	Descriptive	
			<ul style="list-style-type: none"> Speed of adoption 					
To establish the influence of human	Independent Variable Employee	<ul style="list-style-type: none"> Training to the staff other stakeholders to 	<ul style="list-style-type: none"> Training budget for staff and 	Nominal	Questionnaire & Interview Guide	Qualitative	Deductive	Frequency table (proportion)

resource factors on digital media integration in new product launch projects at Unilever Kenya	Competence factors	absorb the technology <ul style="list-style-type: none"> Capacity to monitor and evaluate the performance of the application system 	stakeholders <ul style="list-style-type: none"> Feedback level and interaction with customers 	Nominal	Questionnaire & Interview Guide	Quantitative	Descriptive	Frequency table (proportion)
To determine the influence of technological factors on digital media integration in new product launch at Unilever Kenya	Independent variable- Technological Factors	<ul style="list-style-type: none"> Speed of the organization system to respond to customer queries Low human intervention 	<ul style="list-style-type: none"> Awareness of how each level of cadre contributes to overall target achievement Level of satisfaction by customers Records of repeat customers 	Nominal	Questionnaire	Qualitative	Deductive	Frequency table (proportion)
				Nominal	Questionnaire	Quantitative	Descriptive	
				Nominal	Questionnaire	Quantitative	Descriptive	
To determine the effect of organizational leadership on digital media	Independent Variable- Organizational leadership	<ul style="list-style-type: none"> Management Buy In Management Support 	<ul style="list-style-type: none"> Rate of delegation of duties Resource commitment 	Nominal	Questionnaire	Quantitative	Descriptive	Frequency table (proportion)

integration in new product launch at Unilever Kenya			•	Nominal	Questionnaire	Qualitative	Deductive	
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3.8 Ethical Consideration

Ethics are rules/norms that govern the conduct and have great influence on the welfare of human being. It is a way of making decision about the right and wrong behavior by an individual person (Bell and Bryman, 2007). They further noted that the researcher has a responsibility to assess carefully the possibility of harm to those participating in research, and possibility extent thus minimizing possibility of harm.

Data will be collected from the sampled respondents after obtaining the consent from the management of Unilever (K) Ltd. The anonymity of the respondents will be upheld at all times unless with their express permission. In addition, all the dealings with the respondents will be held in confidence and not shared for any other purpose other than for academic goal by the researcher. An official letter will be obtained from the university and an introductory letter from the researcher will be provided in the course of the interview.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSIONS

4.1 Introduction

The research objective was to establish the influence of institutional and human resource and technology factors on digital media integration in new product launch projects in Unilever, Kenya. This chapter presents the analysis, findings and the discussion with regard to the objective. The analysis is presented in mean and standard deviations while the findings are presented in frequency distributions and tables.

4.2 Demographic Information

The demographic information considered in this study included the highest level of respondents' education, length of continuous service with the organization and the age of the respondent. The completed questionnaires were edited for completeness and consistency.

4.2.1 Length of continuous service with Unilever

This section of the questionnaire sought to establish the length of continuous service that the respondents had worked in the Unilever Kenya. The results are presented in Table 4.1.

Table 4.1 : Length of Continuous Service

	Percent	Cumulative Percentage
Less than five years	39.0	39.0
5-10 years	51.2	90.2
over 10 years	9.8	100
Total	100	

The findings of table 4.1 indicates that majority of the respondents 51.2% had been working at Unilever for a period between 5-10 years while 39.0% of the respondents had worked for less than 5 years. This mean that more than 60 % of the respondents had worked in the organization for more than five years. Hence, based on their work experience results, it is evident that the respondents their work experience is equally weighted in terms of experience and therefore will be valuable to the realization of the research objective.

4.2.2 Level of Education

This section sought to establish the academic qualifications of the respondents. The results are presented in Table 4.2.

Table 4.2: Level of Education

	Percent	Cumulative Percentage
Post Graduate	46.3.	46.3
University	39.0	85.3
Tertiary College	14.7	100
Total	100.0	

The findings of Table 4.2 show that majority of the respondents (46.3%) had attained postgraduate education level, 39.0% had attained bachelors' degree qualification and only 14.6% had attained tertiary qualification. This implies that over 85% of the respondents had university

education and this means that, ceteris paribus, they are knowledgeable enough to understand and answer the questions in the questionnaires appropriately.

4.2.3 Age of the respondent

This section of the questionnaire sought to establish the ages of the respondents. The results are presented in Table 4.3.

Table 4.3: Age of the respondent

	Percent	Cumulative Percentage
Under 30 years	34.1.	34.1.
31-40 years	39.0	73.2
41-50 years	19.5	92.7
Over 50 years	7.3	100.0
Total	100.0	

The findings of Table 4.3 indicate that majority of the respondents were aged between 31-40 years (39.0 %), 34.1% of the respondents were aged under 30 years and 19.5 % of the respondent were aged between 41-50 years. In addition, 7.3% of the respondents were aged above 50 years.

The findings show that majority (44%) of the respondents and by extension the employees at Unilever are under 40% and couple with the fact that most of them had university education, it can be concluded that the respondents are more versed with the operations f the company.

4.3 Digital Media Platforms

This section of the questionnaire sought to get from the respondent's the application of the various social media platforms at Unilever to advertise for new product launch. The range was 'No extent' (1) to 'Very large extent' (5). The scores of disagreeing have been taken to represent a variable which had a mean score of 0 to 2.5 on the continuous Likert scale ;($0 \leq S.D < 2.4$). The scores of 'Neutral' have been taken to represent a variable with a mean score of 2.5 to 3.4 on the continuous Likert scale: ($2.5 \leq M.E. < 3.4$) and the score of both agree and strongly agree have been taken to represent a variable which had a mean score of 3.5 to 5.0 on a continuous Likert scale; ($3.5 \leq S.A. < 5.0$). A standard deviation of > 0.9 implies a significant difference on the impact of the variable among respondents.

Table 4.4: Popular Digital Media Platforms

Digital Media Platforms	Mean	Std. Deviation
News delivery sites (Current TV station)	3.976	1.060
Creativity works sharing sites: (Video sharing sites (YouTube) ; Photo sharing sites (Flickr); Music sharing sites (Jamendo.com)	3.781	1.084
Social networking sites (MySpace, Facebook, Faceparty)	3.707	1.188
Invitation-only social networks	3.634	1.33709
Collaborative websites (Wikipedia)	3.537	1.380
Commerce communities (eBay, Amazon.com)	3.517	1.287
Social bookmarking sites allowing users to recommend online news stories, music, videos, etc.	3.488	1.247
Business networking sites (LinkedIn)	3.463	1.398

The findings of Table 4.4 reveal that the popular social media platform used by the organization in launching their products is through use of news delivery channels such as the TV station and radio (M=3.976) as well as employing various creativity works sharing sites such as YouTube (M=3.781). Music sharing sites (Jamendo.com) with a mean of 3.781. The respondents also supported the use of social networking sites (MySpace, Facebook, Faceparty) with a mean of 3.707.

The respondents noted that Unilever used the invitation-only social networks (M=3.634), collaborative websites (Wikipedia) (M=3.537) and commerce communities (eBay, Amazon.com) M=3.512. The respondent further noted that use of social bookmarking sites allowing users to recommend online news stories, music, videos, etc (M=3.488) and use business networking sites (LinkedIn) (M=3.463). From the findings it can be concluded that the Unilever adopts multi-prong digital media platforms to launch new products.

On the question of which other social media networks, not covered in Table 4.4 Unilever uses during the launch of new products, the respondents pointed out that Instagram, Twitter and Snap chart were popularly used by the organization. These are relatively new social media avenues that are becoming popular among the digital youth and therefore the use of the platforms can offer greater opportunities to the firm to sell their products.

4.4 Effective use of Social Media in new Product Launch

The respondents were requested to indicate how effective the use of social media in the new product launches as compared to the traditional marketing medium. The respondent were in agreement that the use of social media is more effective in that with majority of the target customers having smart phones and therefore accessible to the internet, social media can facilitate the reach of millions of potential customers through a click of a button. This is more cost effective than the use of the traditional media like TVs and Radios which are not accessible to many customers, and even if available, will not be within reach during the airing of the commercial. In addition, some of the respondent supported the social media by indicating that it very relevant to the less than 30 years old bracket customer base. The respondents further pointed out that majority of the young generation customers have multiple friends through the network established and that through the social media, a like, for example, by one of the friends will be able to be reached by many other friends.

4.5 Strategies used by Unilever in increasing the Audience of the Targeted Customers

This section of the questionnaire sought to get from the respondent's on strategies being employed by Unilever in increasing the audience reach during the launch a new product. The results are presented in Table 4.5.

Table 4.5 : Strategies used by Unilever in increasing the audience of the targeted customers

Strategy	Mean	Std. Deviation
The company ensures that it provides adequate information about the new product launch so that their potential customers feel they know a lot about the new product	3.537	1.185
The company uses both traditional and Internet based promotional tools to engage customers	3.488	1.121
In launching new products developed in the social media, Unilever company highlight causes that are being supported by the company or proceeds from the new product	3.488	1.165
By providing blogs and social media tools that enable consumers to submit feedbacks	3.439	1.285
The new products that are launched with talking points in mind perform better in the market	3.415	1.224
By providing networks in which of people who have desires and interest that are similar to their own can post comments.	3.390	1.093

The findings of Table 4.5 indicate that to a large extent Unilever adopts multiple strategies with an aim of increasing its audience. From the findings in Table 4.5, the dominant strategy employed to reach greater audience include provision of adequate information in their messaging about the new product being launched so that their potential customers feel they know a lot more about the new product (M=3.537) and therefore being more briefed to share with their friends . The respondent also noted that Unilever use both a combination of traditional media such as TVs, radios and road shows as well as employing modern advertising mediums such as social media to reach different target audience (M=3.488). In additional, the firm provides blogs and social media tools that enable two-way communication with firm representatives (M=3.439). The respondent also noted that new products that are launched with talking points in mind

perform better in the market (M=3.415). However, the responses on the various strategies being employed by Unilever when launching a new product had a standard deviation greater than 1.0 implying that there was a variance among the respondents on the popular strategy that is being employed.

4.6 Factors influencing performance of Unilever Company

The respondents were requested to indicate the influence of various organizational and technological factors that influence the digital launch of new products at Unilever Company. This was important for the study in order to determine whether the factors influence the integration process during the launching of new product.

4.6.1 Organization Strategy and Digital Media Integration

This section sought to establish the various organizational factors that influence the digital media integration process during a new products launch. Organizational strategy is concerned with envisioning a future for your family business, creating value in the eyes of your customers, and building and sustaining a strong position in the marketplace. The results are presented in Table 4.6.

Table 4.6: Organization Strategy

Statement	Mean	Std. Deviation
The interface design of the social media platform used by the company is intuitive, easy to use and with proper upward-downward navigation to ensure that the product launch is done in a smooth way to reach the largest possible target customers.	3.366	1.178
The digital platforms are developed around open source technologies which allow customers to interact with the company.	3.350	1.222
There exist effective organizational operations that lend themselves to digital media integration since digital media applications used in the social media goes hand-in-hand with repetitive product	3.463	1.206
There is a well-developed technical content and process/procedural standards in the firm and hence does not affect the launch of a new product through the digital platforms	3.439	1.001

The findings of Table 4.6 show that to a moderate extent, the firm should be interfacing the design of their social media platform in such a way that it is intuitive, easy to use and with proper upward-downward navigation has enable the launch of the new product be smooth and be able to reach the largest possible target customers (M=3.366). In addition, the respondent also indicated that the digital platform is developed around open source technologies which allow customers to interact with the company (M=3.350). Another organizational strategy that influenced the adoption is that there exist effective organizational operations that lend themselves to digital media integration since digital media applications used in the social media go hand-in-hand with repetitive product the strategy (M=3.463). The respondent further noted that organization strategy is well-developed technical content and process/procedural standards in the firm and

hence does not affect the launch of a new product through the digital platforms M=3.4390. with these results, it can be deduced that Unilever appreciate the role of organizational strategy in influencing the performance of the use of digital media in launching a new product.

4.6.2 Employee Competency and Digital Media Integration

Human resources are the people who make up the workforce of an organization. Human resources play a significant part of developing and making an organization at the beginning or making a success at the end, due to the labour provided by employees. The researcher sought to establish how the organizations human resources are being utilized during new products launch using the social media. The results are presented in Table 4.7.

Table 4.7 : Employee Competency

Statement	Mean	Std. Deviation
Organizations staff have the capacity to monitor and evaluate the performance of the application of the digital media and therefore promote the product and also to adjust its deliverables during the project implementation	3.1967	1.12293
The organizations internal information system is integrated and this is due to the staff training and development program that have been put in place by the firm towards facilitating effective new product launch	3.1951	1.18784
The organizational staff and stakeholders have been adequately trained to absorb the technology that comes about with the use of social media	3.0488	1.13911

From the findings of Table 4.7, organizations staff have the capacity to monitor and evaluate the performance of the new product in the social media through the digital media and therefore promote the product and also adjust its deliverables during the project implementation

(M=3.197). The other human resource strategy being employed by the organization is through the establishment of internal information system that is manned by well trained staff who continuously receive training and development programs that have been put in place by the firm towards facilitating effective new product launch (M=3.195). However, with a mean that is greater than 1.0, it means that there was a high variation among the respondents. The respondent further indicated that organization staff and stakeholders have been adequately trained to absorb the technology that comes about with the use of social media M=3.0488. From the finding it can be concluded that organization human resource is very important to the company because it enables the staff to full participate in their duties and proper utilization of social media effectively.

The findings support Almazighi (2009) assertion that the success of a new product launch visibility will depend on the internal information system put in place which by extension will be influenced by the staff training and development programs established in the firm. This is because as Zhu (2014) opined, poor IS integration developed in a firm will be unable to integrate its customers, suppliers and its business partners. Hence as the findings above show the popular factor on the organization human resource in the system development is based on its capacity to develop an intuitive, easy to use and with proper upward-downward navigation platform to ensure that the product launch is done in a smooth way to reach the largest possible target customers. Similarly, the findings support that of Peansupp and Walker (2005) results that apart from development of an efficient digital platform, the organization should establish a supportive environment whereby the system users can lodge their questions in a time-bound and user-friendly manner.

4.6.3 Organizational Leadership and Digital Media Integration

Adoption of digital media during a new product launch means that there is a shift from the traditional marketing platforms such as TVs and radios to new options such as the Facebook, Twitter and Instagram. The shift process involves allocation of adequate resources and at the same time requires the support of the top management. Consequently, the researcher sought to find out the influence of the top management in the adoption of digital media during new product launch. The findings are presented in Table 4.8.

Table 4.8: Top Management Support

Statement	Mean	Std. Deviation
The top management has put in place effective change management plan that involves training of various users; vendors, internal users and institutions	3.8472	0.8429
The management have committed adequate human and financial resources to the project of digital media advertising and product promotion	3.5751	1.0284
The top leadership of Unilever are in the foreground in directing the shift from the traditional advertising media to the digital platform	3.2588	0.8391
The top management have ensured that decision making during the product launch of new product is faster by eliminating various bureaucratic huddles	2.8921	1.0730

From the findings in Table 4.8, the capacity of the organizations top management to put in place effective change management plan that involves all the vendors, users and internal staff members was found to be a dominant factor that affects the effectiveness of digital media integration (M=3.8472). In addition, the ability of the management to allocate adequate human and financial

resources to the project of digital media advertising and product promotion influenced the success of launching the new products through the use of an integrated digital media (M=3.5751). However, the study found that, to a low extent, the management has been able to eliminate the bureaucratic bottlenecks in decision making (M=2.8921).

The capacity of the top management to fully buy-in to the adoption of the new technology is in line with the findings by Wee (2010) who advocate that for a successful project implementation, there is need for the top management to publicly and explicitly identify the project as a top priority. Similarly, Roberts and Barrar (2012) note point out that the senior management must be committed with its own involvement and willingness to allocate valuable resources to the implementation effort. The resources required will be in form of both human and financial resources should be combined in a way that will result in optimal results. This involves providing the needed people for the implementation and giving an appropriate amount of time to get the job done.

4.6.4 Technological Factors and Digital Media Integration

Organizational technology adoption refers to can be the knowledge of techniques, processes, and the like, or it can be embedded in machines which can be operated without detailed knowledge of their workings.

Table 4.9 : Organization Technological State

Statement	Mean	Std. Deviation
The organization has an adequate technological capacity to include its product integration in transaction and process changes that result due to new product launch	3.4878	1.09822
The digital media platforms used by the organization facilitates seamless integration and therefore human intervention is not required for entering transaction data which in turn improves data accuracy, reduces paperwork	3.2439	1.19959

The findings in Table 4.9 strongly acknowledged that the organization has an adequate technological capacity to include its product integration in transaction and process changes that result due to new product launch (M=3.488). In addition, the respondent indicated that the digital media platforms used by the organization facilitates seamless integration and therefore human intervention is not required for entering transaction data which in turn improves data accuracy, reduces paperwork (M=3.244). This indicated that technological state enables the organization to have smooth product integration and facilities to the transparency of the information.

The findings reinforce the role of organizational technological preparedness in applying digital media integration during a new product launch. The findings reveals that to a large extent, Unilevers' digital media platforms has been successfully been successfully been configured to facilitate seamless integration with its customers and suppliers and therefore human intervention is not required for entering transaction data which in turn improves data accuracy, reduces paperwork. The findings are consistent with that of Mackay and Rosier (2006) who found that organizations received considerable benefits when the electronic data interchange (EDI)

minimizes level of human intervention and also avails timely information. This means that the capacity of a firm's technological base to facilitate seamless back and front office activities will enhance its capacity to effectively communicate with its stakeholders.

4.3.1 Correlations Analysis between Variables

A Pearson correlation analysis to indicate a degree of association between the predicted and explanatory variables was also carried out. Consistent with Shin and Soenen (1998), the spearman's rank correlation coefficients are on the upper right triangle while the Pearson product moment correlation coefficients are on the lower left triangle. Pearson's Correlation analysis is used for data to see the relationship between variables such as those between the technological and organizational factors that affect the success of a new product launch using digital media.

Table 4.10: Correlations

		New product launch	Strategy	Human resource competency	Top leadership support	Technological factors
New product launch	Pearson Correlation	1	.667	.518**	.398*	.618**
	Sig. (2-tailed)		.001	.000	.014	.000
Strategy	Pearson Correlation	.667	1	.016	.005	.103
	Sig. (2-tailed)	.001		.898	.965	.406
Human resource competency	Pearson Correlation	.518**	.016	1	.746**	.021
	Sig. (2-tailed)	.000	.898		.000	.863
Top leadership support	Pearson Correlation	.398*	.005	.746**	1	.052
	Sig. (2-tailed)	.014	.965	.000		.676
Technological factors	Pearson Correlation	.618**	.103	.021	.052	1
	Sig. (2-tailed)	.000	.406	.863	.676	

From the finding in the Table 4.10, there exists a positive correlation between the organizations marketing strategy and the success of a new product launch using digital media by a correlation factor of $r=0.667$ and the relationship was found to be statistically significant (0.001) which is less than 0.05. In addition, the association between the success of a new product launch and the technology adoption was found to be strong ($r=0.618$) meaning that as the firm adopts new technology, the effectiveness of launching a new product will be enhanced due to cost management and improved customer satisfaction. In addition, the study found a weak positive correlation between top management support and the success of a new product launch using integrated digital media platforms. However, this finding is in contradiction to the one arrived by Carayannis and Popescu (2009) who underscored the importance of the top management support in the use of digital media to launch new products. In the study, the researchers reinforced the need to have top management support during the process of changing the system and also allocating adequate financial and human resources to the initiative. Therefore, it would have been expected that the correlation between the top management support and success of new product launch will have been higher. However, the findings concur with that of Moon (2015) who found a strong positive correlation between human resource competency and the success of a new product launch using an integrated digital media platform.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This is the final chapter in this study which gives the summary of the findings, the conclusions and the recommendations of the study based on the objective of the study. The chapter finally presents the suggestions for further studies.

5.2 Summary of Findings

The study investigated on the influence of institutional and human resource and technology factors on digital media integration in new product launch projects in Unilever, Kenya. The study found that organization use news delivery sites (Current TV station) and creativity works sharing sites: (Video sharing sites (YouTube); Photo sharing sites (Flickr); Music sharing sites (Jamendo.com). The study reinforced the importance of using of social media is more effective compared to the traditional marketing because it is the recent technological which is targeting the young people in the society.

The study established that use of social media in launching of product is more popular and effective compared to the traditional marketing. The study reveals that strategies of social media platforms were beneficial in providing adequate information about the new product launch. The study reviewed that organization strategy factors is more concern on the interface design of the social media platform, it contribute to easy to use and ensures that the product launch is done in a smooth way to reach the largest possible target customers. The organization human resource

factor attribute to organization staff capacity in performance through the use of digital media and produces effective promotion of the product during the implementation of the project.

The study found that organization technological sites factor is more adopted by the organization in ensuring their product is integrated in transaction and facilitates seamless integration. It also contributes to the entering transaction data which in turn improves data accuracy, reduces paperwork.

Table 4.11 Summary of Findings

Research	Objective	Variable	Indicator Measurement	Summary of Findings
To determine the influence of organizational strategy on digital media integration in new product launch projects at Unilever Kenya	Dependent Variable Digital marketing integration Independent variable Organizational Strategy	<ul style="list-style-type: none"> • Real time marketing to consumer • Effective feedback mechanism • Low marketing costs • Size of organization • Type of operation 	<ul style="list-style-type: none"> • Record outputs • Capital investment • Timely response to customer query • Existence of upward/downward interface • Easy interaction with customers • Speed of adoption 	From the findings, the dominant strategy employed to reach greater audience include provision of adequate information in their messaging about the new product being launched so that their potential customers feel they know a lot more about the new product.
To establish the influence of human resource factors on digital media integration in new product launch projects at Unilever Kenya	Independent Variable Employee Competence factors	<ul style="list-style-type: none"> • Training to the staff other stakeholders to absorb the technology • Capacity to monitor and evaluate the performance of the application system 	<ul style="list-style-type: none"> • Training budget for staff and stakeholders • Feedback level and interaction with customers 	From the findings, organizations staff have the capacity to monitor and evaluate the performance of the new product in the social media through the digital media and therefore promote the

				product and also adjust its deliverables during the project implementation
To determine the influence of technological factors on digital media integration in new product launch at Unilever Kenya	Independent variable- Technological Factors	<ul style="list-style-type: none"> • Speed of the organization system to respond to customer queries • Low human intervention 	<ul style="list-style-type: none"> • Awareness of how each level of cadre contributes to overall target achievement • Level of satisfaction by customers • Records of repeat customers 	The findings strongly acknowledged that the organization has an adequate technological capacity to include its product integration in transaction and process changes that result due to new product launch
To determine the effect of organizational leadership on digital media integration in new product launch at Unilever Kenya	Independent Variable- Organizational leadership	<ul style="list-style-type: none"> • Management Buy In • Management Support 	<ul style="list-style-type: none"> • Rate of delegation of duties • Resource commitment 	From the findings, the capacity of the organizations top management to put in place effective change management plan that involves all the vendors, users and internal staff members was found to be a dominant factor that affects

				the effectiveness of digital media integration
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5.3 Conclusions

Effective digital media platforms are more concern on the news delivery sites (Current TV station) and creativity works sharing sites: (Video sharing sites (YouTube); Photo sharing sites (Flickr); Music sharing sites (Jamendo.com). From the findings, it was established that use of social media is more effective compared to the traditional marketing because it is the recent technological which is targeting the young people in the society. In addition, it is also mostly and effectively used during the process of launching product compared to the traditional marketing. Thus, the organization should adopt the social media during the process of launching the product. The involvements of strategies in social media platforms are beneficial to the organization because it provides adequate information about the new product launch. However, organization strategy factors is more concern on the interface design of the social media platform, it contribute to easy to use and ensures that the product launch is done in a smooth way to reach the largest possible target customers. In addition, organization human resource factor attribute to organization staff capacity in performance through the use of digital media and produces effective promotion of the product during the implementation of the project.

The factors underlying organization technological sites should be adopted by the organization in ensuring their product is integrated in transaction and facilitates seamless integration. It also facilitates free entrance of transaction data which improves data accuracy and reduces paperwork.

5.4 Recommendations for Policy and Practice

Barack Obama described Kenya as a “country on the move”, and it has certainly moved swiftly to become one of Africa’s technology leaders. A forward thinking government Information and Communications Technology (ICT) policy encouraged the development of ICT infrastructure. With the development of ICT infrastructure, Kenya currently has the highest Internet Penetration in Africa. The Digital Community in Kenya has therefore experienced unparalleled growth in the last 5 years, with more brands focusing on growing their Brand equity on Digital. Digital led campaigns enables brands to reach and engage with their consumers on a daily basis as well as during product launch projects, therefore creating top of mind awareness.

5.4.1 Recommendations for Policy

The study found out that digital media platforms are more concern on the news delivery sites and creativity works sharing sites, which contribute to the use of social media. It is recommended that the social media should be adopted to improve effectiveness during the process of product launching in the market. The backbone that ensures that this is effected is the Organization’s policy structure. A change in how organizations put in place policy to support media on the

Digital landscape therefore is critical to the organization's success during product launch projects and consequently, in its overall growth.

5.4.2 Recommendations for Practice

The study established that organization strategy factors were more concern on the interface design of the social media platform, which contributes to easy to use during the product launch. In addition, organization human resource factor attribute to organization staff capacity in performance. The organization technological sites factor also ensured their product were integrated in transaction and facilitates seamless integration.

5.5 Suggestion for further research

The study was undertaken in the Unilever, Kenya. A further research should be undertaken to further explore the influence of institutional and human resource and technology factors on digital media integration in new product launch projects. This study should be undertaken on other sectors in order to compare the findings and draw conclusions on the influence of institutional and human resource and technology factors on digital media integration in new product launch projects.

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APPENDIX I: LETTER OF INTRODUCTION

Date.....

To.....
.....

Dear Sir/Madam,

RE: COLLECTION OF RESEARCH DATA

My name is Grace Murugi Maina and a Masters in Project Planning Student the University of Nairobi. Currently, I am carrying out a research on the *“Influence of organizational and technology factors on digital media integration in new product launch projects at Unilever, Kenya”*.

I am in the process of gathering relevant data for this study. You have been identified as one of the collaborators and respondents in this study and kindly request for your assistance towards making this study a success.

I therefore kindly request you to take some time to respond to the attached questionnaire. I wish to assure you that your responses will be treated with confidentiality and will be used solely for the purpose of this study.

I thank you in advance for your time and responses. It will be appreciated if you can fill the questionnaire within the next 5 days to enable early finalization of the study.

Yours Sincerely

Grace Maina Maina

Student Reg No. L50/73467/2013

APPENDIX II: QUESTIONNAIRE

Questionnaire No. _____ Questionnaire checked

Name of enumerator _____ Date checked.....

Date of interview _____

Section A: Demographic Characteristics of Respondents

- 1. Length of continuous service at Unilever?
 - Less than five years..... []
 - 5-10 years..... []
 - Over 10 years..... []

- 2. What is your highest level of education qualification?
 - Post graduate level..... []
 - University..... []
 - Tertiary College..... []
 - Secondary..... []
 - Other Specify.....

- 3. What is your age bracket? (Tick as applicable)
 - Under 30 years []
 - 31 – 40 years []
 - 41 – 50 years []
 - Over 50 years []

Section B: Digital Media Platforms

4. Please indicate the extent to which the following social media platforms are being used at Unilever to advertise for new product launch. Where **1 – No extent; 2 –Little extent; 3 - Moderate extent; 4 – Large extent; 5 – Very large extent**

Social Media Platform	1	2	3	4	5
Social networking sites (MySpace, Facebook, Faceparty)					
Creativity works sharing sites: (Video sharing sites (YouTube) ; Photo sharing sites (Flickr); Music sharing sites (Jamendo.com)					
Invitation-only social networks					
Business networking sites (LinkedIn)					
News delivery sites (Current TV station)					
Social bookmarking sites allowing users to recommend online news stories, music, videos, etc.					
Commerce communities (eBay, Amazon.com)					
Collaborative websites (Wikipedia)					

Any other form of social media not covered above?

5. How effective is the use of social media in the new product launch as opposed to the traditional marketing mediums?
-
6. During the new product launch, how effective is the use of social media in facilitating communications between customers on the new product launched by the company.
-
-

7. In shaping the social media discussion on the new product launch, please indicate the extent to which the following strategies are being employed by Unilever in increasing the audience of the targeted customers. Where 1 – No extent; 2 –Little extent; 3 - Moderate extent; 4 – Large extent; 5 – Very large extent

Social Media Platform	1	2	3	4	5
By providing networks in which of people who have desires and interest that are similar to their own.					
The company uses both traditional and Internet based promotional tools to engage customers					
By providing blogs and social media tools that enable consumers to submit feedbacks					
The company ensures that it provides adequate information about the new product launch so that their potential customers feel they know a lot about the new product					
The new products that are launched with talking points in mind perform better in the market					
In launching new products developed in the social media, Unilever company highlight causes that are being supported by the company or proceeds from the new product					

What other strategies is the company using to elicit positive reaction in the social media during product launch

.....

8. Please indicate the extent to which the following factors has influenced the performance of your company? Where **1 - Strongly disagree; 2 -Disagree; 3 - Moderate extent; 4 - Agree; 5 - Strongly Agree**

Factors					
Organizational Strategy	1	2	3	4	5
1 There is a well-developed technical content and process/procedural standards in the firm and hence does not affect the launch of a new product through the digital platforms					
2 The digital platforms is developed around open source technologies which allows customers to interact with the company.					

3	The interface design of the social media platform used by the company is intuitive, easy to use and with proper upward-downward navigation to ensure that the product launch is done in a smooth way to reach the largest possible target customers.					
4	There exist effective organizational operations that lend themselves to digital media integration since digital media applications used in the social media goes hand-in-hand with repetitive product					
	Organizations Human Resource					
1	The organizational staff and stakeholders have been adequately trained to absorb the technology that comes about with the use of social media					
2	Organizations staff have the capacity to monitor and evaluate the performance of the application of the digital media and therefore promote the product and also to adjust its deliverables during the project implementation					
3	The organizations internal information system is integrated and this is due to the staff training and development programmes that have been put in place by the firm towards facilitating effective new product launch					
	Organizations Technological State					
1	The organization has an adequate technological capacity to include its product integration in transaction and process changes that result due to new product launch					
2	The digital media platforms used by the organization facilitates seamless integration and therefore human intervention is not required for entering transaction data which in turn improves data accuracy, reduces paperwork					

THANK YOU SO MUCH FOR YOUR TIME