PERCEIVED LINKS BETWEEN SOCIAL MEDIA STRATEGY AND ORGANIZATION PERFORMANCE AMONG MOBILE TELEPHONY COMPANIES IN KENYA

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DECLARATION

This research project is my original work and has not been submitted anywhere for examination in any other university or institute of higher learning.

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This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This research project is dedicated to my Daughter, Shannel Kyla and Mother, Joyce Mwongeli, without whom my academic potential would not have been realized. The support they gave me during my academic life cannot be explained.

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ABSTRACT

The business environment in which firms operate and how people interact has recently experienced a radical change. The introduction of personal computers, internet and E-commerce has had a tremendous impact on how business operate and market. Firms need to establish sustainable competitive advantage to remain in business today, which can only be achieved by been flexible enough to provide what buyers will perceive to be of superior value. Social Media Strategy is among the communications channels that organizations have adopted and started using in order to improve their performance. This study sought to establish the establish influence of Social Media Strategy on organization performance in mobile telephony companies in Kenya. The research design used for this study was descriptive survey design. The cross sectional survey was used. This survey was undertaken to ascertain and describe the characteristics of the variables of interest studied. The study targeted wireless telecommunication providers to get the required information. There are three mobile telephone companies in Kenya namely; Safaricom, Airtel and Telkom Kenya (Orange) as at 31st December 2013. Data collection process involved gathering of primary data. Primary data was collected using semi structured questionnaire as the main data collection instrument. The questionnaires were administered through drop and pick later method. The data collected for this study was analyzed using descriptive statistical tools. From the regression model, the study found out that there were factors influencing the organizational performance of the mobile telephony companies in Kenya, which are number of customers reached, number of likes, number of comments on message, number of messages retweeted, number of followers and number of friends in an account. They influenced organizational performance positively. The study found out that the intercept was 0.645 for all years. The study concluded that Social Media Strategy positively and significantly influences the organizational performance of mobile telephony companies in Kenya. The study recommended that mobile telephony companies should relate the social media strategies to their organizational performance.

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ABBREVIATIONS

CAK   **-**   Communication Authority of Kenya

ICT   **-**   Information Communication Technology

KP&TC   **-**   Kenya Posts and Telecommunication Corporation

ROI   **-**   Return on Investment

SROI   -   Social Return on Investment

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The business environment in which firms operate and how people interact has recently experienced a radical change. The introduction of personal computers, internet and E-commerce has had a tremendous impact on how business operate and market. Firms need to establish sustainable competitive advantage to remain in business today, which can only be achieved by been flexible enough to provide what buyers will perceive to be of superior value. Recent research by Polaris Marketing Research Inc. Atlanta (2007) has shown that lost customers will stop using products or services without saying why: and that lost customers are many times likely to share their bad experience with friends and colleagues. Today however, many companies have recognized the importance of satisfying and retaining customers especially in the service industry where the quality of service differentiates them. Thus most of mobile phone companies have adopted social Media Strategy to differentiate them from other competitors.

Social Media is used as a strategy to manage businesses by solving customer service issues and complaints through social media optimization, which refers to the use of a number of social media outlets and communities to generate publicity to increase the awareness of a product, brand or event. Social Media Strategy provides an opportunity to increase the depth of relationships, ideas and platforms, drive two way communication, engagement and connection hence impacting on organization's performance. Measuring performance is vital in establishing how a firm is performing

to come up with strategies of maintaining or improving performance (Freiert, 2007). Since organizations operate on different contexts, methods used to measure performance also vary from one organization to another for mobile telephone companies' performance is determined by quality service, ability to compete, and ability to meet target objectives and valued added outcome (Mureithi, 2011).

Mobile Telephony in Kenya generates significant economic growth through employment, increases in productivity and benefits gained by consumers. However, the industry is faced with a lot of competition in the recent years due to regulation of the industry, globalization of the market, changing tastes and preferences of the customers, increased value for money by the customers, technological advances in Information Computer Technology and mobile phone banking (CAK Annual Report 2010-2011).

1.1.1 The Concept of Strategy

Strategy is defined differently by various authors of Strategic management. According to Porter (2008) Strategy is the creation of unique and value position, involving a different set of activities. Mintzberg (2011) states that a strategy is a Plan, Ploy, Pattern, Position and Perspective. On other hand, Chander (2007) stated that strategy is the determination of long term goals of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. There are many and varied definitions of strategy as stated above, common in nearly all is an understanding of the external environment and the resources available to integrate the

three strategic c's, Customers, Corporation and Competitors in order to win in the coming period.

The history of strategic management can be traced back several thousand years by numerous early influential pioneers, Drucker (1954), Selznick (1957), Chandler (1962), Ansoff (1965), and Henderson (1968). Prior to 1960, strategy was primarily used regarding war and politics, but not business (Kiechel, 2010). Later, in 1973 to 1985 disenchantment was experienced in strategy, Strategic planning which was developed in stable environment could not cope with the challenges of the new turbulent environment. Porter (2010) thought strategic planning had gone out of fashion and needed to be re- discovered through re- thought and re-casted in 1987. In 1999 Ansoff observed that a great number of firms have succeeded without the benefit of an explicit enunciated strategy while a smaller and growing number have benefited from deliberate strategy formulation. Firms operating in growing markets in which demand change slowly when technology of products and process is stable, strategy needs to change slowly and incrementally. Drastic changes have occurred in strategy since 1990 up to date resulting to free mixed competition, global economies, rise of the Asia Pacific economies, greater employee participation and empowerment. The field of strategy has gone through a sequence of enthusiasms with some cumulative learning thus there is need to guard against strategy fads which may short change the sensible study of the discipline.

Strategy is faced with three major challenges: in most organizations the pre strategy decision making processes are heavily political in nature as it involves large amounts

of the firms resources, Secondly, if the formulators of the strategy are not intimately involved in its implementation they may shirk their individual responsibility for the decisions reached and finally, strategic managers must be trained to anticipate and respond to negative consequences as a result of uncertainties which might be costly (Pearce et al, 2010).

According to Thompson et al (2008) strategy allows an organization to make best use of its resources and opportunities in achieving its objectives. It guides organizations to superior performance through establishing competitive advantage. It is clear that no business can survive and grow without embracing on a strategy. Thus strategy is tool that offers significant help for coping with turbulent environment at the same time acting as a vehicle for communication and co-ordination within organizations.

1.1.2 Concept of Social Media Strategy

Kaplan and Haenlein (2010) define Social Media Strategy as a group of Internet-based applications that build on the ideological and technological foundations of a web, and that allow the creation and exchange of user generated content. It can only be achieved by communicating through Social Media which is the interaction among people in which they create, share or exchange information and ideas in virtual communities and networks (Toni and Halonen 2012). Social media technologies take on many different forms including magazines, Internet forums, weblogs, social blogs, microblogging, wikis, social networks, podcasts, photographs or pictures, video, rating and social bookmarking creating reach, frequency, usability, immediacy, and permanence. (Kietzmann and Hermkens, 2011).

Newspapers and television in the past were the predominant communication media's until recently when Social Media is becoming more popular among older and younger generations (Neiger et al, 2011). Social media has come a long way since inception of the internet with platforms like Geocities, Xanga, and My Space (Mueller, 2014). It was founded in 1997 by Micro View Company in New York City through a social network service website known as sixdegrees.com, which had socialization features such as profile of friends and messaging (Boyd, 2007). Currently, social media has become synonymous for many with specific platforms such as Facebook, Twitter, and LinkedIn. It has enabled businesses to create publicity, build brand, share expertise and offers a faster reach to audience for free or low cost (Proctor, 2014).

Speed based response to customer request, market and technological changes have become a major source of competitive advantage for numerous firms in today's intensely competitive global economy. Speed is certainly a form of differentiation but it involves the availability of rapid response to a customer by providing current products quicker, accelerating new product development or improvement, quickly adjusting production process and making decisions quickly (Pearce et al, 2010). Most telecommunication companies have used speed based approach to leap lots of profits through social media, which is a strategy that provides faster and first hand information. Thus, Social Media Strategy is a form of electronic communication through which users create online communities to share information, ideas, personal messages, and other content such as videos.

1.1.3 Concept of Organization performance

Organizational performance is an analysis of a company's performance as compared to goals and objectives, comprising the actual output or results as measured against intended outputs. According to Richard et al. (2009) organizational performance encompasses three specific areas of firm outcomes: financial performance, product market performance and shareholder return. Product market performance and shareholder return can be grouped as Non- Financial performance. Financial performance is an objective measure of how well a firm can use assets from its primary mode of business and generate revenues. Financial performance measures are split into profitability, liquidity, gearing ratios and investor ratios measures (Kaplan, 2012). On other hand, Non-Financial performance is a subjective measure that express performance in a measure other than dollars and are often linked to either the inputs or outputs of an activity or process. Non-Financial measures includes: inventory turnover, percent on time delivery, elapsed time between a customer order and product delivery, customer preference rankings compared to competitors, response time to service call, time to develop new products, employee satisfaction and number of customer complains (Reeve et al, 2009). In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial, customer, internal business process, learning and growth.

Both Financial and Non-Financial measures are necessary because of the primary objective of companies to maximize shareholders wealth, make profits and survival and growth. Other objectives includes Managers personal satisfaction, improving on employees' welfare in the good of the community and society at large (Houston, 2010). In addition both measures aid managers and employees in considering multiple performance objectives which bring additional perspectives such as quality work.

1.1.4 Telecommunication Sector in Kenya

Kenya has a well-established communication system which was established in 1963 after independence. The country transformed the colonial laws and policy development towards telecommunications, broadcasting and the media. During that time, Kenya Posts and Telecommunication Corporation (KP&TC) was a sole provider of both postal and telecommunications services wholly owned by the government providing international direct dialing and subscriber trunk dialing, mobile telephones, telex, facsimile and data communication (Mugambi, 2012). In 1999, it was split into Telkom Kenya Providing telecommunication services, Postal Corporation to offer postal service and Communication Commissions of Kenya a separate national regulatory authority (Mureithi, 2011).

Recently, Telecommunications sector in Kenya has experienced tremendous growth as a result of advances in information technology, which extends the market by introducing new services such as radio, television, fixed and mobile telephones, and the Internet.

1.1.5 Mobile Telephony companies in Kenya

A mobile is a phone that can make and receive telephone calls over a radio link while moving around a wide geographic area. It does so by connecting to a cellular network provided by a mobile phone operator, allowing access to the public telephone network (Heeks, 2008). According to Rouse (2013) it is a type of short wave analog or digital telecommunication in which a subscriber has a wireless connection from a mobile phone to a relatively nearby transmitter. In addition to telephony, modern mobile phones also support a wide variety of other services such as text messaging, Email, Internet access, short range wireless communications business applications, gaming and photography.

Since 1960 communications was mainly through fixed landlines and public phone booths in Kenya's urban centres provided by Telkom Kenya. In 2010 public phone booths turned obsolete with the number of fixed lines going down. The first mobile phones were introduced in the country in the 1990's which were considered accessories for the rich, but that has all changed. A cell phone now costs as little as Kenya Shillings one thousand only (1,000) compared to the Kenya Shillings Thirty thousand (30,000) when it was first launched.

Kenya's key mobile operators have been Safaricom Limited, Bharti Airtel Kenya formerly Kencel, celtel and Zain, Essar Telecom Kenya, Yu formerly Econet and Orange Kenya formerly Telkom until this year when Yu is in the process of purchase by Safaricom and Airtel (Lange 2014). Kenya's Mobile market has grown significantly over the last few years characterized by price war. However, the

invention of the mobile phone has not only changed the face of communications, but has also given the impetus to dramatic economic growth.

1.2 Research Problem

Social Media Strategy is among the communications channels that organizations have adopted and started using in order to improve their performance. Rampton (2014) observed that the strategy is a success when an organisation is able to engage and interact with the target audience at a low cost, build brand, share expertise, execution of speed on communication and delivery of products and services to clients.

Organizational performance is an evaluation of both economic and financial decisions to identify the extent to which people, systems and operations are aligned to the principles of business excellence. Performance assessments are designed to obtain a common understanding of where the business is today, in its overall performance and as a tool for planning (Button, 2012).

The mobile telephony industry is a key player in the country's economy, it has a long and creative history in Kenya. It is a fascinating fast-growing industry that affects each and every aspect of our lives (Republic of Kenya, 2001). To succeed in today's rapidly changing competitive environment the industry had to adapt, Social Media Strategy to get in touch with large segment of the target market which includes teens and young adults, women, men, affluent consumers, and older individuals.

A number of studies have been done both internationally and locally on Social Media, International studies include a research by Ferreira and Plessis (2009) established that Social Networking stimulates collaboration and knowledge sharing

between individuals which can lead to increased productivity on a research paper Effect of online social networking on employee productivity. Burton (2010) carried out research on Social Network Position and Its Relationship to performance of Information Technology professionals, while Shirky (2011) investigated on the Political Power of Social Media. Smits (2011) went beyond the listings of benefits and drawbacks of social media technologies and analyzed to what extend their employment has on business performance. Lastly, Deus (2013) investigated on Social Media and Organizational performance among civil society organizations in Tanzania,

Locally, Tumbo (2010) carried a research on Social media in Kenyan Universities and Wasswa (2013) researched on the role of social media in the 2013 presidential election campaign in Kenya

Despite the widespread studies in Social Media, there is no known study about the extent to which social Media Strategy have on organizational performance. The study addresses research question, what influence does Social Media strategy have on organization performance of mobile telephony companies in Kenya?

1.3 Objectives of the study
The objective of the study was to establish influence of Social Media Strategy on organization performance in mobile telephony companies in Kenya.

1.4 Value of the study

The study will be useful to other researchers and scholars in theory building and also value addition to the existing knowledge and provide a new platform for those who will require carrying out a study on this area.

The study will also be of benefit to the government and specifically the division of Information Communication Technology (ICT). This comes at a time when the government has decentralized its operations to the county level.

The research will also help the management and interested parties in the telephony industries in Kenya by offering new statistics, and findings about Social Media Strategy. The companies will have an advantage of using the recommendations made, conclusions and suggestions to improve their competitiveness. In addition, organizations will be able to evaluate on the best method of measuring performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains literature review related to the objective of the study. Especially literature on Social Media Strategy, drivers of Social Media Strategy, Measures of Social media strategy, Organizational performance, Social Media Strategy and organizational performance has been reviewed.

2.2 Theoretical Foundation of the study

This section review Social Exchange Theory as major theoretical framework which is applicable to the study and understanding of social media Strategy.

2.2.1 Social Exchange Theory

Social exchange theory originated from sociology studies exploring exchange between individuals or small groups. According to Emerson (2013) it mainly uses a cost-benefit framework and comparison of alternatives to explain how human beings communicate with each other, how they form relationships and bonds, and how communities are formed through communication exchanges. Individuals engage in behaviors they find rewarding and avoid behaviors that are high in cost. In other words, all social behavior is based on each actor's subjective assessment of the cost benefit of contributing to a social exchange. The communication between actors are deemed to be ties, edges, links, or connections. Social networks can form at many levels, from individual people, to families, communities, and nations. Homans (2010) argued that Social exchange is an exchange of goods, material and non-material goods such as symbols of approval or prestige. Persons that give much to others try to

get much from them, and persons that get much from others are under pressure to give much to them. This process of influence tends to work out at equilibrium to a balance in the exchanges as both parties incur a cost and receive a reward in return.

Individuals start disclosing about themselves with public, visible, and superficial information, such as gender, clothing preferences, and ethnicity. Slowly, as the relationship progresses, one starts to share feelings, at the deepest level exposing his or her goals, ambitions, and beliefs (Altman et al, 2013). According to Asatryan and Oh (2008), loyal customers develop feelings of connections with the firms they are loyal to which is manifested into a sense of ownership as evidenced by words such as mine, my, our language they use in their reviews. Such customers are motivated to offer word of mouth feedback, directing positive feedback to others and negative feedback to the management of the firm. Where such loyalty exists, the motive to communicate either a negative or positive review may be a desire to control or influence the business indirectly by communicating with its future potential customers. Loyal consumers' motives in posting positive reviews on Mobile Telephony Companies are attempts to reward firms; the motives of non-loyal customers are purportedly based on the satisfaction of being helpful to other consumers. These propositions point to strategies in which a firm can leverage customer feedback and social media for its own strategic benefit. On the other hand, firms that do not emphasize customer loyalty or guest feedback should expect customers to both reward and punish their performance through social media.

2.3 Social Media Strategy

According to Rouse (2013) Social Media Strategy is the collective of online communications channels dedicated to community based input, interaction content sharing and collaboration. Doyle (2011) defines Social media strategy as the use of various online technology tools that enable people to communicate easily via the internet to share information and resources. From a board perspective, Pulizzi (2014) defined Social Media Strategy as leveraging online tools that promote sharing and conversations, which ultimately lead to engagement with current and future customers and influences target market. The above definitions clearly states that Social Media Strategy make use of online tools such as text, audio, video, images, podcasts and other multimedia communications to communicate with family members, friends, customers and potential customers (Doyle 2011).

Social Media Strategy is important to an organization for several reasons such as: Specific, measurable, attainable, relevant and time bond goals to be accomplished, tools to be used and a process of accomplishing the goals are clearly defined from the beginning; evaluation and measurement of performance can be done and finally, enables an organization to keep focused. An effective social media strategy is focused achieving the highest return on investment (Silva 2013) through allowing consumers to interact and communicate directly with companies, sharing of knowledge and information to people of different ages and demographics and strengthening relationship through social engagement. Social media sites are free and popular thus both large and small businesses can open accounts such as Facebook, twitter and LinkedIn with features that are targeted and more advanced to users at no cost. Social

Media Strategy provides two way communication providing power to take feedback, letting customers share their thoughts, questions and ideas quickly hence offering a unique opportunity to step customer service game (Divya and Regi 2014).

Despites the above benefits, Social Media Strategy is subjected to the risk of spreading the wrong information about an organization when incorrect information with negative reviews is posted accidentally. At the same time legal problems might arise if laws of privacy and legislation regarding spam, copyright and other online issues are not followed (Kaplan and Haenlein 2010).

Social media Strategy is becoming increasingly crucial to Mobile Telephony Companies in Kenya. It has revived the older decision-making processes prevalent before the emergence of mass media, when the exchange of opinions between one's families, relatives, friends, and neighbors was the basis for purchasing decisions. As the digital version of word-of-mouth, social media strategy represent the materialization, storage, and retrieval of word-of-mouth content online (Basher 2012).

2.3.1 Drivers of Social Media Strategy

Social Media Strategy may be new but the psychological desires that drive its use are old geared towards growing business, reputation, customers, and profits. Competition, Changes in consumers tastes and preferences, advances in communication technology, changes in the work environment and business operations are the key drivers of Social Media Strategy. Competition is an increasingly important theme in telephony industry. It has been credited with expanding services, lowering prices, and stimulating innovation posing both beneficial and detrimental effects (Reeve et al.

2009). Mostly consumers tend to benefit with lower calling tariffs and affordable SMS costs.

Businesses today are been transformed from a transactional relationship to a social relationship as a result of changes in consumer taste and preferences. Information should be provided to target market at a time and place of their choice, twenty four hours seven days in a week and three sixty five days in a year in a manner that is viewed in a positive light, create a positive brand and product reputation, and selected as their brand of choice. The present growth and scale of social networking, has provided a Social Medium for purchase of mobile telephone products and services (Basher, 2012).

Advances in communication technology from telephone lines to Cellphones by which across the globe people have acquired portable gift of gap influence of the net and web are tremendous changes in the working environment (Williams and Swayer 2012). Black Berry's, IPhone's, Emails and online conferencing over the internet have all become essential tool of business.

Each and every job and profession today, require computer skills of some sort. Some are ordinary jobs in which ordinary tools are used, while others are specialized jobs in which advanced computer training combined with professional training gives staff dramatically new careers (Laudon and Dass 2011).

International business operations which have been facilitated by free trade, formation of common bonds and freedom of communication and transportation has made Social

media a key strategy for communication, acquiring speed and accuracy in communicating with the target market globally.

2.3.2 Measures of Social Media Strategy

Social Media Strategy can be measured through Return on Investment (ROI). ROI is a performance measure used to evaluate the efficiency of an investment. To calculate ROI, the benefit of an investment is divided by the cost of the investment; the result is expressed as a percentage or a ratio. Social Return on Investment (SROI) is an innovative way to measure and account for the value created in any work. Different authors of Social Media have come up with different ways of measuring Social Media Strategy through Return on Investment. According to Eckerling (2014) ROI on Social Media Strategy can be measured through customers acquired, lead generations, clicks, revenue, contest entries and reach.

Kelly (2010) identified five categories of measuring Social Media Strategy: Exposure, influence, engagement and action or convert. Exposure is a measurement that highlights the number of people attracted to a brand through social media (Bull 2013). It can be measured by looking at the number of followers and the number of followers for those who retweeted a message, tracking the total number of fans for a brand page, review the number of friends from those who became fans during a specified period of time or during a promotion to determine the monthly potential reach and insight. Influence is a subjective metric that relies on a company's perspective for definition (Lauby 2009). Influence is generally displayed as a percentage of positive, neutral and negative sentiment, which is then applied in relation to the engagement metrics

and to the metrics for reach where applicable. Engagement is one of the most important measurements because it shows how many people actually cared enough about the information communicated to result in some kind of action (Baer 2014). It is fairly easy to measure by determining the number of time links and videos were clicked, liked, messages were retweeted, commented on, shared, the number of new subscribers and how hashtag was used and then look at how many people were responsible for the activity. Email can be measured by calculating how many people opened, clicked and shared the email. Action is the final step which includes content downloads, lead generation and online, telephone, walk in sales.

The above explanations clearly states, Social Media Strategy performance can be measured by reviewing on the growth of new customers acquired and increase in income as a result of using Social Media tools.

2.4 Organization Performance

According to Porter (2010) Performance is about how well a company has been doing through comparing profit for recent years. Button (2010) suggested that financial performance can be measured using both Cash flow and profit. However, profit is usually a better measure for it reflects a value added point of view of a firm's operations during a certain period of time. Mowen and Hansen (2010) viewed measuring performance in two perspectives; performance of profit centres using income statements and performance of investment centres using return on Investment. A profit centre's performance is usually evaluated by comparing its actual income statement results to its budgeted income statement. Return on Investment has been the

traditional common measure of performance, the basic formula is operating income divided by Assets invested.

Contrary, the leading indicators of business performance cannot be found in financial data alone. Quality Customer satisfaction, innovation, market share metric's often reflect a company's economic condition and growth prospect better its reported earnings. New Technologies and more sophisticated databases have made the change to non- financial performance measurement systems possible and economically feasible (Porter, 2010).

The effectiveness of a Performance Management and Evaluation System depends on how well it co-ordinates the goals of responsible centres, managers and the entire company. Performance can be optimized by linking goals to measurable objectives and targets and trying appropriate compensation incentives to the achievement of those targets. Common types of incentives compensation are cash bonuses, awards, profit sharing plans and Stock programs (Needles et al, 2008).

2.5 Social Media Strategy and Organization Performance

Social media can provide both positive and negative information, positive information encourages brand equity, purchase decisions and Financial Assets while negative information creates a long term damage for a company's performance. From a business perspective, positive information can create an extra ordinary opportunity for Savvy leaders and organizations to achieve sustained competitive advantage. The tools of social media are accelerating and enhancing employee innovation, engagement and performance (Jue et al, 2010). Thus organizations that are actively

using Social Media Strategy can be confident that they have new ways to improve their business performance, create long term capability and ultimately sustain their Success.

Organizational Value is the ability to build real relationships with real people, building deeper relations with stakeholders should be part of an overall organizational strategy with social media helping achieve this success (Scott and Jack, 2011). Social media can be used for good intentions such as enforcement and bad reasons like engagement. It is through the effective use of social media for enforcement reasons that an organization can build the right relationships with the right people to realize value. Otherwise, if used for engagement reasons it doesn't add value but rather spoils the reputation of a firm. Indeed there is a relationship between social media and organizational performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodology that was used in carrying the research. The research design, population of the study, data collection and data analysis have been discussed.

3.2 Research Design

The research design used for this study was descriptive survey design. The cross sectional survey was used. This survey was undertaken to ascertain and describe the characteristics of the variables of interest studied. The goal of cross sectional survey is to offer the researcher a profile of relevant aspects concerning the nature and status of a phenomena of interest from an individual, organizational, industry oriented or other perspective (Yin 2008). This is considered the most suitable method because it enabled the researcher to obtain useful insights of the phenomena at a particular point in time at the same time obtain highly reliable and accurate data.

In the present study, the researcher obtained and described the views of the respondents with regard to perceived links between Social Media Strategy adopted by mobile telephony companies in Kenya and organization performance.

3.3 Population of Study

According to Easton (2012) the population is the entire group a researcher is interested in; the group about which the researcher wishes to draw conclusion. The study targeted wireless telecommunication providers to get the required information. There are three mobile telephone companies in Kenya namely; Safaricom, Airtel and

Telkom Kenya (Orange) as at 31st December 2013 (CAK, 2014). With this number, a census approach was used due to the small size of the population.

3.4 Data Collection

Data collection process involved gathering of primary data. Primary data was collected using semi structured questionnaire as the main data collection instrument. Questionnaire was used to obtain primary data because it helps the researcher to collect large amount of quantitative data in large areas within a short time thus saving time and obtaining accurate data for the study (Sounders el at 2009). The questionnaires solicited data on how social media has shaped the performance of the mobile telephony industry. The questionnaire had three sections; Section one was used to obtain information on demographic data. Section two sought to obtain information regarding patterns of Social Media usage and Section three was used to get information on organizational performance. The questionnaires were administered through drop and pick later method. The data was collected from one Business Development Managers and one Marketing Managers in the three main mobile telephone companies in Kenya.

3.5 Data Analysis

According to Creswell (2009) data analysis can be defined as the process of evaluating data using analytical and logical reasoning to examine each component of the data provided.

The data collected for this study was analyzed using descriptive statistical tools. Descriptive statistics provides simple summaries about the observations that had been

made.This study involved Social Media usage variables and their relationship with performance in the industry. The formula $P = a + b_1 x_1 + b_2 x_2 + b_3 x_3 + b_4 x_4 + b_5 x_5 + b_6 x_6$ was used Where: P = Organizational performance; X_1 = is Number of customers reached, X_2 = Number of likes, X_3 = Number of comments on message, X_4 = Number of messages retweeted, X_5 = Number of followers and X_6 = Number of friends in an account.

CHAPTER FOUR: DATA ANALYSIS, FINDINGS AND INTERPRETATIONS

4.1 Introduction

This chapter presents the findings based on the data collected during the study on perceived links between Social Media Strategy and organization performance in mobile telephony companies in Kenya. The sample composed of six respondents from three mobile telephone companies in Kenya namely; Safaricom, Airtel and Telkom Kenya (Orange) as at 31st December 2013.

4.2 Response Rate

This research study had a sample size of six respondents who were Business Development Managers and Marketing Managers in the three main mobile telephone companies in Kenya. Out of this sample size, all the questionnaires were filled and returned to the researcher which represents 100% response rate. The response rate was excellent and adequate for this analysis and conforms to Babbie (2002) stipulation that any response of 50% and above is adequate for analysis.

4.3 Demographic Information of the Organization

4.3.1 Age of the Organization

The study sought to find out for how long have mobile telephony companies been in existence in Kenya. The findings are as shown in Table 4.1.

Table 4. 1: Age of the Organization

Organization	Year of Establishment	Age
Safaricom	1997	17
Airtel	1998	16
Orange	1999	15

Source: Author (2014)

According to the respondents, Safaricom was established in 1997 hence its being in existence for 17 years, Airtel in 1998 (16 years) under the name Kencell while Orange was established in the year 1999 (15 years).

4.3.2 Size of the Organization

The study further sought to find out the size of the companies. The findings are as presented in Table 4.2.

Table 4. 2: Size of the company

Company	Number of employees at 2013	Sales Turnover 2013
Safaricom	1,500	2,100,000,000
Airtel	24,720	803,112, 000
Orange	6,500	40,000,000

Source: Author (2014)

From the findings in Table 4.2 Safaricom has the least number of employees (1500) but the highest sales turnover of 2.1 billion, Airtel has the highest number of employees (24,720) with a sales turnover of 803,112,000 shillings while Orange has 6500 employees but has the lowest sales turnover of 40 million. This means that

Safaricom enjoys the largest market share among the mobile service providers in Kenya.

4.4 Social Media Use by the Organizations

4.4.1 Types of the Social Media Used

The study sought to find out whether the companies had any account with various social media sites or platforms. The results are as presented in Table 4.3.

Table 4. 3: Social media accounts

	Frequency	**Percentage**
Facebook	6	100
Twitter	6	100
Skype	2	33.3
You Tube	6	100
Website	6	100

Source: Author (2014)

According to the findings in Table 4.3, all the mobile services providers indicated they have accounts with Facebook, Twitter, You Tube and Website. Safaricom in addition had a Skype account. This implies that mobile service providers prefer connecting with clients through Facebook, Twitter, You Tube and Websites, this can be attributed to the fact that these platforms allow for easier and better interaction with many clients compared to Skype which can limit the number of clients that can be served at a time. This correlates with Silva (2013) who posits that an effective social media strategy is focused on achieving the highest return on investment through

allowing consumers to interact and communicate directly with companies, sharing of knowledge and information to people of different ages and demographics and strengthening relationship through social engagement.

4.4.2 Year when Social Media use was started

The study further sought to find out the year in which different social media sites were introduced in the companies. The findings are as presented in Table 4.4.

Table 4. 4: Year when social media use was started

Site	Safaricom	Year	Orange	Year	Airtel	Year
Facebook	2009-2010		2010-2011		2009-2010	
Twitter	2010-2011		2010-2011		2010-2011	
Skype	2010-2011		0		0	
You tube	2010-2011		2011-2012		2010-2011	
website	2009-2010		2009-2010		2010-2011	

Source: Author (2014)

According to the findings, Safaricom introduced Facebook in 2009 same as Orange while Airtel introduced Facebook in 2010. All the three companies introduced Twitter in 2010. Safaricom introduced Skype in 2010. Orange and Safaricom introduced YouTube in 2010 while Airtel introduced it in 2011. Airtel and Safaricom introduced websites in the year 2009 while Orange introduced it in 2010. The findings show that the mobile service providers introduced the use of social media as a part of their strategy as soon the platforms (Facebook, Twitter, You Tube and Skype) became operational. These findings correlate with Basher (2012) who posits that businesses today are been transformed from a transactional relationship to a social relationship as a result of changes in consumer taste and preferences. Information should be provided

to target market at a time and place of their choice, twenty four hours seven days in a week and three sixty five days in a year in a manner that is viewed in a positive light, create a positive brand and product reputation, and selected as their brand of choice.

4.4.3 Number of Customers Following Facebook and Twitter Accounts

The study also sought to establish the followers in twitter account and number of Facebook page fans as at the end of the years 2009 to 2013 for the mobile telephony companies as shown in the table 4.5

Table 4. 5: Number of Followers in Twitter and Facebook page fans for mobile service providers

Orange	Year	No. of followers in Twitter Account	No. of likes in face book page
	2009	0	72,920
	2010	9,342	134,201
	2011	11,567	309,061
	2012	20,142	420,134
	2013	39,204	644,358
Safaricom	**Year**		
	2009	0	87,678
	2010	35,678	169,537
	2011	80,467	320,234
	2012	102,634	502,472
	2013	224,394	742,157
Airtel	**Year**		
	2009	0	0
	2010	6,347	88,513
	2011	12,943	200,047
	2012	246,721	218,073
	2013	4,2671	408,095

Source: Author (2014)

According to the findings, the number of followers in Twitter account and number of fans in Facebook page have been steadily increasing since the year 2009. The highest

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numbers been recorded in 2013 with orange having 39,204 followers in twitter and 644,358 fans in Facebook page, Safaricom having 224,394 followers in twitter and 742,157 fans in Facebook page and Airtel having 42,671 followers in twitter and 408,095 fans in Facebook page. The finding implies that Safaricom has the highest number of followers in both Twitter and Facebook pages. It can also be deduced that there is an increasing popularity of social media hence the increase in number of followers every year. These findings are in line with Jue et al (2010) who posit that the tools of social media are accelerating and enhancing employee innovation, engagement and performance. This can explain why Safaricom has a better performance compared to other mobile service providers.

4.4.4 Number of Facebook and Twitter Comments and Likes

The study also sought to establish the number of comments and likes made on social media platforms and likes of Facebook page and Twitter as at the end of the years 2009-2013. The findings are as presented in Table 4.6.

Table 4. 6: Comments made on messages and likes in Facebook page and twitter account

Orange	Year	No. of comments on messages in Twitter account	No. of comments in messages in Facebook page	No. of Likes in Facebook page	No. of likes in Twitter account
	2009	0	10,421	0	247,621
	2010	12,429	14,324	5,896	947,012
	2011	28,262	17,622	8,647	2,121,341
	2012	32,670	31,706	17,672	4,000,431
	2013	44,547	59,702	30,421	5,841,583
Safari-com	Year				
	2009	0	72,461	81,841	0
	2010	3,952	157,023	124,001	9,472
	2011	8,343	238,546	346,976	11,562
	2012	10,674	546,674	697,041	14,721
	2013	15,427	824,441	842,134	12,676
Airtel	Year				
	2009	0	0	0	0
	2010	4,432	53,526	89,661	5,426
	2011	10,421	91,743	116,953	10,421
	2012	19,492	134,640	204,672	12,362
	2013	23,674	391,432	424,707	20,531
Total (All years)		**214,323**	**2,644,261**	**2,990,622**	**13,255,159**

Source: Author (2014)

According to the findings in Table 4.6 the number of comments on messages in Twitter account, number of messages in Facebook page, number of likes in Facebook page and number of followers in Twitter account in the mobile telephony companies have been in an upward trend since 2009 although there were no comments on twitter

messages in that year since twitter was introduced in the companies later. The accumulated totals for the three mobile service providers stood at 214,323 number of comments on messages in Twitter account, 2,644,261 number of messages in Facebook page, 2,990,622 number of likes in Facebook page and 832,110 number of followers in Twitter account. These findings imply that Facebook is the most used social media platform by the mobile service providers. These findings are in line with Cone (2008) who argues that since Facebook introduction in the year 2008 it has continued to be a favorite of many people which have led to its increased used by companies and individual businesses. He also goes ahead to state that Facebook pages are becoming more popular each day as they offer businesses an opportunity to reach a wider market as if they were using a website to market their products and services.

4.4.5 Number of Messages Retweeted

The study further sought to find out the number of messages retweeted in the years 2009 to 2013 in the mobile telephony companies. The findings are as presented in Table 4.7.

Table 4. 7: Messages retweeted

Orange Year	No. of messages Retweeted in Twitter account
2009	0
2010	46,701
2011	52,170
2012	79,021
2013	90,172
Safaricom Year	
2009	0
2010	123,664
2011	290,571
2012	426,741
2013	382,761
Airtel Year	
2009	0
2010	4,467
2011	8,674
2012	19,521
2013	21,536
Total	**1,545,999**

Source: Author (2014)

From the findings, the messages retweeted have been steadily increasing since 2009 with 2013 recording a high of 90,172 in Orange, 382,761 in Safaricom and 21,536 in Airtel. The findings show that the popularity of twitter pages for the mobile telephony companies have been increasing with each year which can explain the increase in the number of messages retweeted. Kelly (2010) identified five categories of measuring Social Media Strategy: Exposure, influence, engagement and action or convert. It can be measured by looking at the number of followers and the number of followers for

those who retweeted a message, tracking the total number of fans for a brand page, review the number of friends from those who became fans during a specified period of time or during a promotion to determine the monthly potential reach and insight.

4.4.6 Number of Viewers Facebook, Twitter and You Tube

The study also sought to establish the number of viewers on Facebook, Twitter and You Tube as at the end of the years 2009 to 2013.

Table 4. 8: Number of viewers

Orange	Year	Twitter Account	Facebook Page	You Tube
	2009	0	6,478	0
	2010	12,642	18,741	3,672
	2011	15,236	29,461	7,416
	2012	19,605	42,624	8,741
	2013	39,547	62,204	10,072
Safaricom	Year			
	2009	60,510	82,541	0
	2010	78,465	100,496	1,561,711
	2011	199,696	221,727	3,561,421
	2012	465,610	487,641	5,627,441
	2013	916,454	938,485	7,043,910
Airtel	Year			
	2009	0	0	0
	2010	6347	102,678	0
	2011	11,472	241,743	99,476
	2012	23,638	362,412	142,861
	2013	38,421	424,891	264,172

Source: Author (2014)

From the findings in Table 4.8, the number of viewers increased yearly from the year 2009. 2013 had the highest views with Orange having 39,547 in Twitter, 62,204 in Facebook and 10,072 in You Tube, Safaricom had 916,454 in Twitter, 938,485 in

Facebook and 7,043,910 in You Tube and Airtel had 38,421 in Twitter, 424,891 in Facebook and 264,172 in You Tube. Twitter and You tube had no views in 2009 since the mobile services providers had not introduced their use. The findings imply that the mobile service providers are always keen to adopt social media strategies once a new platform is introduced. The findings also correlate with Basher (2012) who posits that businesses today are been transformed from a transactional relationship to a social relationship as a result of changes in consumer taste and preferences, hence this can explain why mobile service providers in Kenya have created accounts on the various social media platforms.

4.4.7 Extent that Social media strategy has led to generation and customer acquisition

The study sought to find out the extent that Social media strategy has led to generation and customer acquisition. The findings are as presented in Table 4.9.

Table 4. 9: Extent that Social media strategy has led to generation and customer acquisition

	Frequency	**Percentage**
Great Extent	2	66.7
Average	1	33.3
Total	**3**	**100.0**

Source: Author (2014)

From the findings in Table 4.9, two of the mobile service providers indicated that the Social media strategy has led to generation and customer acquisition in the mobile telephony companies to a great extent while one mobile service provider indicated to

an average extent. This is because most of the clients that the mobile service providers are the youths who are also great users of the social media platforms. The findings are in line with Scott and Jack (2011) who argue that it is through the effective use of social media for enforcement reasons that an organization can build the right relationships with the right people to realize value.

4.5 Impact of Social Media Usage on Organizational Performance

4.5.1 Level of Growth in Customer Acquisition as a Result of Social Media Strategy in the Mobile Telephony Companies

The study further sought to establish the level of growth in customer acquisition as a result of social media strategy in the mobile telephony companies in the years 2009 to 2013.

Table 4. 10: Level of growth in customer acquisition as a result of social media strategy

Year	Average growth
2009-2010	10,000
2010-2011	20,000
2011-2012	30,000
2012-2013	40,000

Source: Author (2014)

The companies recorded a steady level of growth in customer acquisition as a result of social media strategy in the periods as shown in Table 4.10. The peak was in the period 2012-2013 at 40,000. This shows that social media strategies are effective

while used as a way of acquisition of new customers which leads to a growth in the level of customers. These findings are as noted by Bernoff, (2007) that communication via social networks has grown with millions of users and of great reason why the social network is a great opportunity for business to enhance online marketing. Facebook and Twitter have been used media to provide opportunity to interact with people and customers as it enables various methods of creating a relationship with customers and building a visible brand.

4.5.2 Extent that Social Media Strategies have resulted to Public Awareness

The study also sought to find out the extent that social media strategies have resulted to public awareness. The findings are as presented in Table 4.11.

Table 4. 11: Extent that social media strategies have resulted to public awareness

	Frequency	**Percentage**
Great Extent	1	33.3
Average	2	66.7
Total	**3**	**100.0**

Source: Author (2014)

From the findings in Table 4.11 the respondents indicated that social media ability to create public awareness about mobile services was average. This can be attributed to the fact that although social media use can create public awareness most of the users are the youths and if a company was to fully depend on it for communication then those who do not use it at all are likely to miss out. The findings are in line with Bond

and Stone (2004) who state that despite that social media use has significant benefits, businesses and individuals should not undermine other marketing methods.

4.6 Regression Analysis on Perceived Link between Social Media Strategy and Organization Performance

The study conducted a cross-sectional multiple regression on the perceived links between Social Media Strategy and organization performance in mobile telephony companies in Kenya. Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (Organizational performance) that is explained by all the six independent variables (Number of customers reached, Number of likes, Number of comments on message, Number of messages retweeted, Number of followers and Number of friends in an account).

Table 4.12: Results of multiple regression between performance of the mobile telephony companies in Kenya and the combined effect of the selected predictors

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.829	0.687	0.654	0.163

Source: Author (2014)

The six independent variables that were studied, explain only 65.4% of the organizational performance of the mobile telephony companies in Kenya as represented by the adjusted R^2. This therefore means the six variables contribute to 65.4% of organizational performance of mobile telephony companies in Kenya, while

other factors not studied in this research contributes 34.6% of organizational performance of mobile telephony companies in Kenya. The findings are in line with Scott and Jack (2011) who argue that there is a relationship between social media and organizational performance.

Table 4.13: Summary of One-Way ANOVA results of the regression analysis between organizational performance of mobile telephony companies in Kenya and predictor variables

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.453	6	0.613	21.354	0.00216
	Residual	1.12	1	0.029		
	Total	3.573	7			

Source: Author (2014)

From the ANOVA statistics in Table 4.3, the processed data, which are the population parameters, had a significance level of 0.00216 which shows that the data is ideal for making a conclusion on the population's parameter.

Table 4.14: Regression coefficients of the relationship between organizational performance of the mobile telephony companies in Kenya and the six predictive variables

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	0.645	0.311		2.074	0.0447
	Number of customers reached	0.736	0.151	0.529	4.874	0.0186
	Number of likes	0.423	0.409	0.354	2.556	0.0371
	Number of comments on message	0.621	0.145	0.384	3.593	0.0304
	Number of messages retweeted	0.536	0.151	0.501	4.874	0.0186
	Number of followers	0.516	0.137	0.476	3.903	0.0268
	Number of friends in an account	0.547	0.143	0.493	3.825	0.0360
Dependent variable: organizational performance of mobile telephony companies in Kenya						

Source: Author (2014)

The coefficient of regression in Table 4.4 was used in coming up with the model

below:

$$P = 0.645 + 0.736NCR + 0.423NL + 0.621NCM + 0.536NMR + 0.516NF + 0.547NFA$$

Where P is organizational performance, NCR is Number of customers reached, NL is Number of likes, NCM Number of comments on message, NMR is Number of messages retweeted, NF is Number of followers and NFA is Number of friends in an account. According to the model, all the variables were significant as their significance value was less than 0.05. The six variables (Number of customers reached, Number of likes, Number of comments on message, Number of messages retweeted, Number of followers and Number of friends in an account) were positively correlated with organizational performance of the mobile telephony companies in Kenya. From the model, taking all factors (Number of customers reached, Number of likes, Number of comments on message, Number of messages retweeted, Number of followers and Number of friends in an account) constant at zero, organizational performance of the mobile telephony companies in Kenya was 0.645.

The data findings analyzed also shows that taking all other independent variables at zero, a unit increase in number of customers reached will lead to a 0.736 increase in organizational performance of the mobile telephony companies in Kenya, a unit increase in number of likes will lead to a 0.423 increase in organizational performance of the mobile telephony companies in Kenya, a unit increase in number of comments on message will lead to a 0.621 increase in organizational performance of the mobile telephony companies in Kenya, a unit increase in number of messages retweeted will lead to a 0.516 increase in organizational performance of the mobile telephony companies in Kenya while a unit increase in number of friends in an account will lead

to a 0.547 increase in organizational performance of the mobile telephony companies in Kenya. This infers that number of customers reached has the most effect to the organizational performance of the mobile telephony companies in Kenya.

CHAPTER FIVE: DISCUSSION, SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summary, conclusion and recommendations of the main findings on the influence of Social Media Strategy on organization performance in mobile telephony companies in Kenya.

5.2 Summary

From the regression model, the study found out that there were factors influencing the organizational performance of the mobile telephony companies in Kenya, which are number of customers reached, number of likes, number of comments on message, number of messages retweeted, number of followers and number of friends in an account. They influenced organizational performance positively. The study found out that the intercept was 0.645 for all years.

The six independent variables that were studied (Number of customers reached, Number of likes, Number of comments on message, Number of messages retweeted, Number of followers and Number of friends in an account) explain a substantial 65.4% of firm value of mobile telephony companies in Kenya as represented by adjusted R^2 (0.654). This therefore means that the six independent variables contributes 65.4% of the organizational performance of the mobile telephony companies in Kenya while other factors and random variations not studied in this

research contributes a measly 34.6 % of the organizational performance of the mobile telephony companies in Kenya.

The study established that the coefficient for number of customers reached was 0.736, meaning that number of customers reached positively and significantly influenced the organizational performance of the mobile telephony companies in Kenya. The study also deduced that number of likes positively influenced organizational performance of the mobile telephony companies in Kenya as it had positive coefficient (0.423). The study further found out that the coefficient for number of comments on message was 0.621 meaning that number of comments on message positively and significantly influenced the organizational performance of the mobile telephony companies in Kenya.

The study also found out that the number of messages retweeted positively and significantly influenced the organizational performance of the mobile telephony companies in Kenya as it had a positive coefficient of 0.536. Further, the study established that the coefficient for number of followers was 0.516, this indicates that number of followers significantly and positively influence the organizational performance of the mobile telephony companies in Kenya. Finally, the coefficient for number of friends was 0.547, this shows that number of friends positively and significantly influenced the organizational performance of mobile telephony companies in Kenya. The findings are in line with Scott and Jack (2011) who state that there is a relationship between social media and organizational performance. The findings also correlate with Basher (2012) who posits that businesses today are been

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transformed from a transactional relationship to a social relationship as a result of changes in consumer taste and preferences. Information should be provided to target market at a time and place of their choice, twenty four hours seven days in a week and three sixty five days in a year in a manner that is viewed in a positive light, create a positive brand and product reputation, and selected as their brand of choice. The present growth and scale of social networking, has provided a Social Medium for purchase of mobile telephone products and services leading to a better performance of mobile telephony companies since they can access a wider market.

Kelly (2010) identified five categories of measuring Social Media Strategy: Exposure, influence, engagement and action or convert. It can be measured by looking at the number of followers for those who retweeted a message, tracking the total number of fans for a brand page, review the number of friends from those who became fans during a specified period of time or during a promotion to determine the monthly potential reach and insight. The above explanations clearly states, Social Media Strategy performance can be measured by reviewing on the growth of new customers acquired and increase in income as a result of using Social Media tools. A positive change in these measures has a perceived positive effect on organizational performance.

According to Jue et al (2010) the tools of social media are accelerating and enhancing employee innovation, engagement and performance. They go ahead to state that organizations that are actively using Social Media Strategy can be confident that they have new ways to improve their business performance, create long term capability

and ultimately sustain their Success. Scott and Jack (2011) add that it is through the effective use of social media for enforcement reasons that an organization can build the right relationships with the right people to realize value.

5.3 Conclusion

The study concludes that number of customers reached positively and significantly influences the organizational performance of the mobile telephony companies in Kenya. The study also concludes that number of likes positively influence organizational performance of the mobile telephony companies in Kenya.

The study further found out that number of comments on message positively and significantly influence the organizational performance of the mobile telephony companies in Kenya.

The study also found out that the number of messages retweeted positively and significantly influenced the organizational performance of the mobile telephony companies in Kenya. Therefore the study concludes number of messages retweeted positively and significantly influenced the organizational performance of the mobile telephony companies in Kenya.

Further, the study concludes that number of followers significantly and positively influences the organizational performance of the mobile telephony companies in Kenya.

5.4 Limitations of the Study

There were challenges which were encountered during the study. Some officers who are concerned with safe custody of mobile telephony companies in Kenya files containing social media strategies reports were initially reluctant to release them. That reluctance delayed the completion of data collection.

There was also limited availability of local literature with respect to the relationship between social media strategies and organizational performance of mobile telephony companies in Kenya which was overcome by consultation of foreign literatures and reference to other relevant locally published materials.

Further, the data was tedious to collect and compute as it was in its very raw form. Due to lack of standardization of social media strategies reports from various mobile telephony companies in Kenya, data computation was made even harder.

In addition, time and resources allocated to this study could not allow the study to be conducted as deeply as possible in terms of other predictor variables for organizational performance of mobile telephony companies in Kenya.

Finally, the study had a draw back from the fact that the mobile telephony companies lacked proper reports that showed records of the benefits directly accrued from the social media strategies. This posed a challenge on data collection process.

5.5 Recommendations from the Study

The study recommends that mobile telephony companies should relate the social media strategies to their organizational performance. This should indicate the

appropriate influence of each social media strategy. This will make it easier for other researchers to collect and relate data on social media strategies.

The study recommends that there should be a policy set to standardize the presentation of social media strategies use in Kenya. This will make it easier for all the parties interested in using the data from these reports.

The study established that social media strategy influences organization performance, therefore the study recommends that the mobile service providers in Kenya should embrace the use of social media. In the same the companies should invest in research to find out how they can reap more benefits from the use of social media.

5.6 Suggestion for Further Research

Since the study focused on social media strategies in mobile telephony companies in Kenya, further studies should be done on companies in other sectors, for example, banking, manufacturing, construction, real estate among others, to find out whether the study will yield the same information.

This study was confined to mobile telephony companies in Kenya yet there are many players in the telecommunications industry. There is therefore need to study the perceived links of social media strategies and organizational performance on other players in the telecommunications sector to enable a more informed generalization on the influence of social media strategies in the sector.

Further research should be conducted to investigate the other (34.6%) factors influencing organizational performance of mobile telephony companies in Kenya.

The study recommends that local researchers and academicians should increasingly study the social media strategies to add on to the limited literature in the area. This will ensure that there will be adequate local literature that can be used to relate to local perspective. Foreign studies may not be reliable to explain the case of the effect of social media strategies use in Kenya.

The study also recommends that future studies should allocate more time to the data collection process and sponsors step in to support the studies. This will make it possible for researchers to study other factors that influence organizational performance of mobile telephony companies in Kenya that the study did not address.

The study further recommends that future studies should focus in other sectors that the privacy laws are not so strict. The privacy of clients' data in mobile telephony companies is so strict and hence getting data was very challenging. Other sectors such as insurance, construction, manufacturing among others would provide a better alternative.

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APPENDICES

Appendix I: Research Questionnaire

This is a questionnaire for an academic study on the role of social media strategy on organizational performance. Please tick in the box or fill in your response where applicable.

SECTION ONE: DEMOGRAPHICS

1. Name of the company...

2. For how long has the company been in existence in Kenya (as registered?)…………..

3. What is your Job Position in this Company?

     a. Top Management   [ ]

     b. Middle level management   [ ]

     c. Operational staff   [ ]

4. What is the size of you company?

Number of Employees as at 2013	Sales Turnover as at 2013

SECTION TWO: PATTERNS OF SOCIAL MEDIA STRATEGY

5. Does your organization have an account in any of the following social media sites? (Tick where appropriately)

     a. Facebook ( )

b. Twitter ( )

c. Skype ( )

d. You- tube ( )

e. Website ( )

f. Others, specify………………

6. The following table shows different social media sites, kindly tick the year in which you introduced each site.

Social Media Site	Year of Introduction			
	2009-2010	2010-2011	2011-2012	2012-2013
Facebook				
Twitter				
Skype				
You tube				
Website				
Others				

7. Please give the followers in twitter Account and number face book page fans as at the end of the following years.

Year	No. of followers in Twitter Account	No. of fans in face book page
2009		
2010		
2011		
2012		
2013		

8. Kindly give the number of comments on messages and likes in Facebook Page and Twitter account, as at the end of the following years.

Year	No. of comments on messages in Twitter Account	No. of comments on messages in Facebook Page	No. of Likes in Facebook page	No. of likes in Twitter Account
2009				
2010				
2011				
2012				
2013				

9. Kindly give the number of messages retweeted in Twitter account in the following years.

Year	Number
2009	
2010	
2011	
2012	
2013	

10. Kindly give the number of viewers on Facebook Page, Twitter, and Yu tube as at the end of the following years.

Year	Twitter Account	Facebook Page	Yu Tube
2009			
2010			
2011			

2012			
2013			

11. To what extent has Social Media Strategy resulted to lead generation and customer Acquisition in your organization? (Tick where appropriate)

      a. Large extent ( )

      b. Average ( )

      c. Small extent ( )

      d. Very small extent ( )

SECTION THREE: IMPACT OF SOCIAL MEDIA USAGE ON ORGANIZATIONAL PERFORMANCE

12. Please indicate the level of growth in customer acquisition as a result of Social Media Strategy in your organization in the following years (Tick where appropriate).

No.	Year			
	2009-2010	2010-2011	2011-2012	2012-2013
Less than 10,000				
10,000-20,000				
20,000-30,000				
Above 30,000				

13. To what extend has Social Media Strategy resulted into public awareness (Tick where appropriate).

      i. Large extent ( )

     ii. Average ( )

    iii. Small extent ( )

    iv. Very small extent (

<div align="center">END</div>

Appendix II : letter of introduction

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University of Nairobi

School of Business

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Dear Respondent,

My name is Eunice Mutunga, am an MBA student in the school of Business Studies, University of Nairobi, Conducting a research on Influence of social media Strategy on organizational performance among mobile telephony companies in Kenya.

In order to undertake this research, I will need some information which i humbly request your assistance as one of the people whom have been selected to take part of the study. Kindly note that this information shall be treated with strict confidence and is purely for academic purpose.

Your assistance and co-operation in this exercise will be highly appreciated.

Yours faithfully,

Eunice Mutunga   Dr. Mary Kinoti

MBA Student   Supervisor