

**MARKET SEGMENTATION STRATEGIES ADOPTED BY MEDIA HOUSES
TO PROMOTE TELEVISION CONTENT IN KENYA**

PAUL OMONDI

**A RESEARCH PROJECT SUBMITTED IN THE PARTIAL FULFILLMENT OF
THE REQUIREMENT OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION, SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

NOVEMBER 2014

DECLARATION

This research project is my original work and has not been submitted for a degree in any other university.

Signed.....

Date.....

Paul Omondi

D61/68087/2011

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

Signed.....Date.....

Catherine Ngahu,

Senior lecturer,

School of Business, University of Nairobi

ACKNOWLEDGEMENTS

My pursuit of the MBA degree has been made possible through the grace of God and the encouragement, assistance and support of a large number of people. My sincere gratitude goes to the University of Nairobi for granting me a chance to pursue the degree and support throughout the program.

Special thanks to my supervisor, Catherine Ngahu, for the guidance she provided and for being readily available for consultations. To all the lecturers who have taken me through the entire program.

Special thanks to my family members- The Late Seraphine (mum), Jean (my wife) Kwasi (my son), brothers and sisters for their sacrifice to ensure I acquire, realize and recognize the value and importance of education.

To all my friends especially Waiyaki, Katiku, Biko, Julius, Steve, and Jato for your support and love shared. My gratitude goes to my classmates and colleagues especially the Nation Broadcasting Division team for the knowledge shared.

Special thanks to the respondents for making time to share information.

Thank you all and may God bless you.

DEDICATION

This project is dedicated to my entire family and especially to my late Mum.

TABLE OF CONTENTS

DECLARATION.....	II
ACKNOWLEDGEMENTS.....	III
DEDICATION.....	IV
LIST OF TABLES.....	V
LIST OF FIGURES.....	VI
ABBREVIATIONS AND ACCRONYMS.....	VII
ABSTRACT.....	IX
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Market Segmentation.....	2
1.1.3 The Concept of Promotion.....	2
1.1.4 Television Content.....	3
1.1.5 Media Industry in Kenya.....	4
1.2 Research Problem.....	5
1.3 Research Objective.....	7
1.4 Value of Study.....	7
CHAPTER TWO: LITERATURE REVIEW.....	8
2.1 Introduction.....	8
2.2 Theoretical Foundation of the study.....	8
2.3 Market Segmentation strategy.....	10

2.3.1 Consumer Market Segmentation methods.....	11
2.4 Role of Promotion in Marketing.....	13
CHAPTER THREE: RESEARCH METHODOLOGY	15
3.1 Introduction.....	15
3.2 Research Design.....	15
3.3 Population of Study	15
3.5 Data Collection Method.....	15
3.6 Data Analysis	16
CHAPTER FOUR: DISCUSSION.....	17
4.1 Introduction.....	17
4.2 Census Characteristics.....	17
4.3 Market Segmentation strategies and promotional activities.....	21
4.3.1 Market Segmentation strategies.....	25
CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS...30	
5.1 Introduction.....	30
5.2 Summary.....	30
5.3 Conclusion.....	31
5.4 Recommendations.....	32
5.5 Limitations.....	33
5.6 Suggestions for further study.....	33
REFERENCES.....	34
APPENDICES.....	37

LIST OF FIGURES

Figure 1.1: Snap shot of top three TV stations in Kenya.....	4
Figure 4.1: Ownership of the station.....	17
Figure 4.2: Target Market.....	18
Figure 4.3: Turn over.....	18
Figure 4.4: Number of employees.....	19
Figure 4.5: Type of content.....	19
Figure 4.6: Recent marketing activities.....	20
Figure 4.7: Cross tabulation of Marketing Activities vs Target Consumer.....	21
Figure 4.8: Decision on Marketing strategies.....	21
Figure 4.9: Content Appreciation.....	22
Figure 4.10: Content Value.....	22
Figure 4.11: Reason for content Value.....	23
Figure 4.12: Target Consumer segmentation.....	24
Figure 4.13: Reasons for the target consumer segmentation.....	24
Figure 4.14: Meeting consumer needs.....	25
Figure 4.15: Marketing segmentation strategies.....	26
Figure 4.16 Content promotion strategies.....	27
Figure 4.17: Challenges in meeting consumer needs.....	28
Figure 4.18: Aspects of content promotion.....	28
Figure 4.19: Effects of content promotion and uptake.....	29

ABBREVIATIONS AND ACRONYMS

KARF-Kenya Audience Research Foundation

CTV- Citizen Television

NTV-Nation Television

KTN- Kenya Television Network

SAYARE- Sauti Ya Rehema

KBC- Kenya Broadcasting Corporation

GBS- Goodnews Broadcasting Services

K24-Kenya 24hours

STV-Stellavision

QTV-Q-Television

DSTV- Digital Satellite Television

DSO- Digital Switch Over

KShs-Kenya Shillings

ABSTRACT

In the recent past, the business environment has witnessed an increase in the number of players offering the same or similar goods and services. This shift has also been experienced in the television industry in Kenya. The liberalization of the economy and improved telecommunication have led to an influx of television stations in the country. This has led to increased competition in the industry prompting the individual stations had to come up with strategies to remain relevant and survive. This study seeks to investigate the Marketing strategies adopted by media houses to promote television content in Kenya. The objectives of this study were to determine segmentation strategies used by Television media houses to promote content in Kenya and to establish the effectiveness of the marketing segmentation strategies adopted by television media stations in Kenya. In carrying out this study, a census survey was applied. Both primary and secondary data sources were used. Primary data was collected using a questionnaire as the key instrument. The questionnaire used was designed to capture the unique characteristics of the entire population. The research targeted the either the Marketing manager, or the person in programming and content in the organization. The researcher used Microsoft Excel and SPSS software for data analysis. Charts, tables and narratives were made on findings. The study revealed that there exists a clear marketing strategy from all the media houses on how to capture, retain and acquire viewers in this competitive television industry. There was also an indication of how the thinking behind content acquisition and generation within the organization. It also revealed that programming was the most important factor in running of a television station in Kenya. The study concludes that market segmentations strategies are indeed employed by the media houses to promote the television content to improve their ratings and eventually meant to attract advertisers to the stations. The limitations of this study were that it focused only on the free to air stations and also, not all the questionnaires were answered.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

For organizations to achieve their goals and objectives, they have to constantly adjust to the environment for continued existence and survival overtime. In a rapidly changing environment like the media landscape, the only competitive advantage is the ability to continuously create new sources of competitive advantage. It is imperative for organizations to continuously adapt their activities in order to ensure survival (Porter 1980; Aosa, 1997; Pearce & Robinson, 1997). Due to these reasons among many others, the television industry is increasingly becoming heavily segmented with media houses working hard to position themselves better and to remain competitive to retain audiences, charm new ones and also to attract advertising revenue which is the lifeline of Television business.

In the past decade, the media traditionally known as the fourth estate has ranked as one of the fastest growing sectors in Kenya. Demand for the media products has increased with consumers showing a growing trust in these institutions. Television industry is one of the leading lights of media dissemination. CCK statistics show that there exists over 54 registered TV stations so far and this is set to increase with the DSO in 2015. Government directive, the changes in consumer viewership trends which is gradually shifting from international to local content as well as the global shift from analogue to digital frequency has increased the demand for television content in Kenya. The Free to Air Television stations such as CTV, NTV, KTN, K-24 etc and pay-tv providers such as MultiChoice, Zuku, Startimes etc are paying more attention to their production facilities and production talents.

By understanding the market positioning requirements and sweet spots for key market segments, a media house will be able to broadcast content that will be both relevant to the viewers' and attract large audiences which will ultimately attract advertisers to the station. Therefore there is need to investigate what market segmentation strategies the television media houses adopt to ensure they get the right content to their target consumer, how do they win hearts and minds to deliver ratings to the advertisers.

1.1.1 Market Segmentation Strategies

Market segmentation is the act of partitioning a potential market into unique subsets of buyers with similar needs or attributes and choosing one or more subsets to target with unique marketing mix (Batra, Meyers and Hacker 1996).Market segmentation and diversity are in natural harmony. Diversity in the Kenyan marketplace (as well as diversity in the global marketplace) makes market segmentation an attractive, viable, and potentially highly profitable strategy for a business. Segmentation works because different categories of customers react differently to different marketing activities. Identifying and taking advantage of these differences between customer groups or segments is the key to profitable marketing. Effective market segmentation and related product differentiation techniques can give a company a commercial edge due to the more effective combination of product and target customer.

Market segmentation and positioning are at the heart of modern marketing. Successful profitable marketing depends on asking and getting good answers two questions: What is target market segment? What does the company offer its customers in this segment to make them prefer the product against the competitors? Upon answering these two strategic questions properly, the rest of the planning is very straightforward. By effectively segmenting a market, the target customer can be reached with the right communication easily, more often and at lower cost. It enables the company to have targeted marketing communications.

1.1.2 The Concept of Promotion

Promotion is defined as the method an organization uses to spread the word about its product or service to its customers, stakeholders and the broader public. Most studies highlight the specific promotional goals of providing information, increasing sales, differentiating the product, enhancing the product's value, and stabilizing sales. A business can have several promotional objectives. Organizations use different elements to meet promotional objectives.

Promotion is largely made up of two components: personal selling and non-personal selling (Gelder & Woodcock, 2003). While personal selling is a promotional proposal made on a person-to-person basis with a potential customer, non-personal selling consists

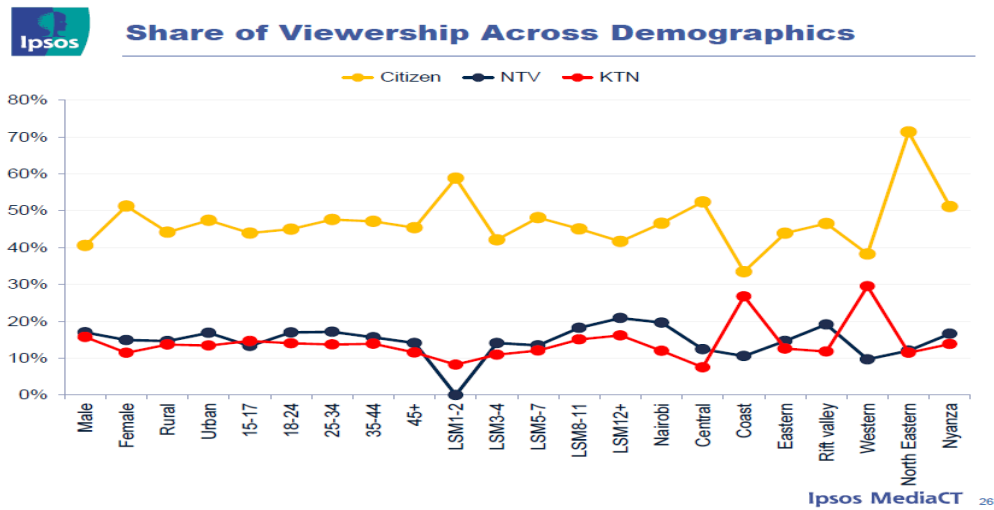
of public relations, advertising, and sales promotion. The promotional mix is a blend of personal selling and non-personal selling. Marketers try to design a promotional mix that efficiently and effectively relays the message to target consumers. Elements of promotional mix include Advertising, Personal Selling, Public relations, Sales promotion, Direct mail, Internet marketing and sponsorship.

1.1.3 Television Content

The term content in the context of broadcasting refers to the information given in a television programme, or the ideas or opinions expressed in it. Television content in Kenya is ordinarily split into three parts i.e. Local content is content that reflects the Kenya context in different forms e.g. (Comedy, Documentaries, News, Music, Talk shows, Features, movies etc.), International content and African content. Broadcast programming or scheduling is defined as the practice of organizing television or radio programs in a daily, weekly, or season-long schedule. Presently, broadcasters employ broadcast automation to frequently alter the scheduling of their programs to build and audience for new content, retain that audience, or rival other broadcasters' programs. In some markets like the United Kingdom, this is referred to as TV listings. With the advent of scheduled TV in 1936, TV programming only entailed filling a few hours every evening – the hours now commonly referred to as primetime. However, over time TV started being watched during the day and late at night, as well as during weekends. As airtime grew, so did the demand for new content and variety programs became increasingly important in primetime.

These television scheduling strategies are employed to give programs the best possible chance of attracting and retaining an audience. They are used to relay programs to audiences when they are highly likely to watch them and deliver audiences to marketers and advertisers in a manner that makes their advertising most effective (Ellis 2000, p. 136). Programming strategy should be an answer to several questions including; what are the needs and preferences of target audiences in terms of programming content? What television scheduling strategies should be employed to optimize the attraction and retention of target audiences? How do programming changes impact the attitudes and behaviors of viewers?

Programming managers ordinarily apply their insight into the mindset of viewers, their extensive knowledge coupled with audience research data of the television landscape to assist the producers to align program content, scheduling, and promotions with the needs and preferences of viewers and advertisers. The audience research not only helps to inform content and scheduling changes but also assists to track storyline changes to build an audience for a new program, retain an audience, or compete with other programs. Below is a sample of presentation of audience research data used by these program managers.



Source: KARF April 2014 rolling window

Figure 1.1: Snapshot of top three TV stations in Kenya

1.1.4 Media industry in Kenya

Kenyans in comparison to other markets in developing countries, enjoy a relatively vibrant media industry, offering opportunities for both local and foreign entrepreneurs. The Kenyan media industry once described as distinct has undergone tremendous and is today interactive, mass media business of newspapers, magazines, books, and radio, internet and TV industries. Kenyans today have access to over fourteen TV channels (KBC, KTN, NTV, EATV, Family TV, Kiss TV, Q TV, K-24, UTV, God TV, KASS TV, GBS, SYR TV, CNBC and Citizen TV); up to twenty eight radio stations including vernacular stations; the print media is at seven with four alternative media i.e. The Independent, The Star, The People Daily Citizen and lately XNews. Historically, the late 1990’s saw the liberation of the media industry; Internal and external pressures have

brought about the positive change. The FM stations have increased drastically and are providing the audience and advertisers a wide range of choices. The print media has also improved over the last ten years especially after the government opened the economy to market forces. By 1994, the government had dismantled most foreign exchange rates, removed importer licensing and liberalized domestic marketing of major products. The Kenyan media has since become vibrant, dynamic and economically sound and most of the players have adopted horizontal integration and now run all the different types of media namely publishing, broadcasting and electronic. This growth presents both opportunities and threats for the media houses and therefore any media house must formulate appropriate strategies to exploit the emerging opportunities and face the inherent threats in order to reap the potential benefits.

1.2 The Research Problem

A successful marketing strategy and promotional mix will support the organization's top-line growth objective by developing a differentiated and sustainable position. This differentiation is achieved through market segmentation while the sustainable position is attained and sustained through continuous promotion of content to the viewers. Television media stations are one of the independent media players in Kenya and their operations are supported by advertising revenue. This profitability is now threatened by strategic and tactical moves among television stations. Even though the reach for the stations remain stable until the DSO, the viewers are getting more and more sophisticated with varied preferences to broadcast content. Their market share is also under threat from other players offering substitute products e.g. home Internet, mobile TV etc. Consumers of television media products and services have an expanding bouquet of choices.

Content is king in the Media industry. Content determines viewership, viewership gives ratings and ratings dictate the advertiser appetite to the station which in turn guarantees advertising revenues hence profits. Kenya has witnessed a growth in demand for information and media companies are seeking to concentrate in areas of core strength. With rising temperatures within the media industry, a successful market segmentation strategy is needed to promote the television content that they carry so that these organizations remain competitive in this harsh and "peculiar" market. But even after spending huge amounts of money in purchasing the content, the media houses then face

the second hurdle of ensuring the content is “sold” to the viewers to grow ratings. Marketing segmentation and promotional strategies only form just but one part of the picture because this competition is very stiff and goes beyond content, advertising revenue and audiences into skill set and talent. The industry is plagued with “poaching” talent (reporters, editors, presenters, anchors, show hosts etc.) as opposed to growing human capital within the company. Competition from new players with deep pockets such as K-24, CNBC and Kiss TV also threaten to chew off the existing TV stations revenue by under- pricing in order to attract advertising. It is therefore necessary to study how these diverse television stations are segmenting themselves to target their audiences better and to position themselves better by promoting their content than competitors.

Several studies and research have been done on the media and effects that competition has on different segment of media. i.e. Competitive strategies adopted by Television stations in Kenya Njaaga (2013), competitive strategies adopted by KTN of the Standard Group (Karoney, 2008), Competitive strategies adopted by mainstream daily print media firms in Kenya (Mbugua, 2006) and Competitive strategies adopted by Nation Media Group Limited (Muganda, 2007). There was a survey on advertising agencies in Kenya (Mbutia, 2003), Competitive Intelligence Practices by FM stations in Kenya, Sang (2001). Another study by Kandie (2001) shows the effects of environmental changes to firms in specific industries. However, very few studies have been done specifically on broadcast Television media stations and the market segmentation strategies they have employed to promote their television content. Due to dynamism in the environment and within this industry a lot has changed hence the need to investigate the market segmentation strategies employed by these TV station to promote content to ensure survival. This study seeks to establish these market segmentation strategies and promotional initiatives to specifically address the following questions: What market segmentation strategies have television media stations in Kenya adopted to promote their content in Kenya?

1.3 The Research Objectives

The study addressed the following objectives:

- i. To determine segmentation strategies used by Television media houses to promote content in Kenya.
- ii. To establish the effectiveness of the marketing segmentation strategies adopted by television media stations in Kenya.

1.4 Value of the Study

This study provides an insight in the marketing segmentation strategies in the Kenyan television industry. It shows the specific activities for promotion of television content. The study provides policy makers with relevant information on market segmentation strategies adopted by television media stations hence assisting them gain important insights into the basis of content analysis, programming strategies and scheduling as well as helping them develop policies that effectively regulate the sector as well as understanding how significant the policies they develop are to the sector. The findings of the research will also contribute to the building of game theory and resource-based theory of strategic management. The study is considered significant because company executives, stakeholders and players in the Media industry can use the findings in formulating strategies and plans to gain competitive advantage in the Kenyan market.

With this knowledge, organizations are in a better position to steer their businesses in the right direction. Investors can also use the information to make investment decisions. The findings of the study contributes to the existing body of knowledge in the area of competition and strategy in broadcast Media stations in Kenya. Future scholars may find the study useful for reference purposes as they carry out further related studies. Finally, increased search to gain competitive analysis by Media industry players will ensure more functional, competitive and consumer-focused content, adding to high quality, variety and increased options for consumers hence leaving them more satisfied and ultimately improving the local Media industry further (Karoney, 2008; Mbugua, 2006; Sang, 2001).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The literature review in this study is discussed under the following sub topics: the role of segmentation in marketing, the concept of market segmentation strategies with several sub topics including Business to consumer segmentation methods, role of promotion in marketing and the benefits therein.

2.2 Theoretical Foundation

The foundation of this study is the understanding that an organization must establish the right target customers for its product. Segmentation should improve marketing and communication through richer profiling of consumers. As advanced by Kotler (2005), an outfit must determine which market segment to play in, which consumers to target, what is their number, how to position itself etc. Upon this exercise, the company must also seek promotional efforts to market its product to the consumer. Segmentation need to be either mass marketing as done by Ford in the early years,, Segment marketing as done by Lux who target women, Niche marketing as done on gather.com or Micro marketing Kotler & Keller (2009) .

The organization must determine the “white space” to play in and align its marketing strategies to achieve this goal. Kotler and AC Nielsen both opine that an organization needs to determine whether it will target Mass market, Focus differentiation or Target market. Either of these still ensures that the organization differentiates itself from others for its product to be sustainable. Some models are discussed i.e. The Mosaic model advanced by Kotler and the Minerva model advanced by AC Nielsen and the Vals model just to mention a few. Segmentation is considered foundational and pervasive but it must be recognized that it is a means to an end since the real value comes in its application. It must is centered on the customer and not the business. It is considered a science and rarely is one single segmentation an absolute solution to an organization needs. The biggest segmentation challenge mostly lies with internal stakeholder management. As marketers seek to get the right promotional mix to target the customer in a particular predetermined segment, the segmentation approach must evolve with the company. To

achieve an effective customer segmentation marketers need to develop marketing strategy, Create value propositions, Build go-to-market plans, improve customer experience and lastly improve organization capabilities. AC Nielsen also discusses the power of segmentation and advances theories such as Nielsen PRISM-Uncover consumer lifestyles, shopping behaviors and media preferences., Nielsen P\$YCLE - Identify households by financial behavior and wealth. Nielsen ConneXions - Connect with consumers based on their technology usage.

A company can choose to target the mass market (e.g. the leading English radio stations in Kenya) with a broad choice, or in a defined, focused market segment with a smaller choice (e.g. Capital FM radio station in Kenya). In whichever situation, the basis of competition will remain either cost leadership or differentiation. If the business chooses a defined, focused narrow market segment, it has ideally focused on few target markets (This is referred to as a niche strategy or a segmentation strategy). These groups should be fairly distinct and with specialized needs.

The choice of offering low prices or differentiated products/services should depend on the needs of the selected segment and the resources and capabilities of the firm. It is projected that by concentrating your marketing efforts on one or two small market segments and designing your marketing mix to match these specialized markets, one can better satisfy the demands of that target market. The firm generally looks to obtain a competitive advantage via product innovation and/or brand marketing instead of efficiency. A focused approach should target market segments that are less prone to substitutes or where a rival is weakest to realize above-average return on investment (ROI).

In adopting a broad focus strategy, the rationale is the same: the business must determine the needs and wants of the mass market, and compete either on differentiation (quality, customization and brand) or price (low cost) depending on its capabilities and resources.

Most supermarket chains in Kenya have a broad scope and adopt cost leadership strategies in the mass market while some FMCGs also targeting the mass market with their products, adopt a differentiation strategy, using their unique capabilities in positioning to produce signature products that are hard to copy, and which customers are willing to pay to use and to keep.

2.3 Market Segmentation Strategies

As already defined in other parts of this literature, Market segmentation is the act of partitioning a potential market into unique subsets of buyers with similar needs or attributes and choosing one or more subsets to target with unique marketing mix (Batra, Meyers and Hacker 1996). Targeting and segmentation are components of a three-pronged process known as STP. STP is an acronym for segmentation, targeting and positioning, processes that involve taking a close look at potential customers in order to determine the marketing mix to employ.

Targeting and segmentation helps an organization to narrow down the market into more manageable groups so it is clear to them which segments to pursue in growing the business. Business-oriented and consumer-oriented firms should both segment consumers using one of numerous common approaches. In the television broadcasting Media industry, Market segmentation strategies may involve taking into account four factors that may determine the limits of what an organization can achieve given enough resources. These includes the firm's weaknesses and strength and industry's opportunities and threats caused by other forces, personal values of the key implementers of proposed strategies and broader societal expectations.

Targeting is the process of choosing specific bodies or groups of people to promote a firm's products and services. Segmentation builds on targeting by breaking down all the potential buyers into smaller groups with similar attributes, allowing the firm to customize its marketing to fit each group. Organizations will gain significant benefits if they achieve a solid grasp of who their customers are, how groups of customers differ, and how to successfully deliver their message. There are numerous benefits to targeting and segmentation, but the most important it helps the organization to capture part of the market that its competitors are not pursuing. Further, the processes involved in targeting and segmentation enable firms to know what marketing messages are attractive to each consumer segment. For instance, if you sell content, segmentation may indicate that your message to children viewers to watch nursery rhymes at daytime is different from your message to young adults and teenager to watch latest musical shows to learn new dance moves or lyrics to the songs for social reasons.

Segmentation also helps keep the marketing budget on track – with limited funds, segmentation helps to figure out which group of prospects is likely to result in the most viewers for better ratings, so one knows which to pursue first. Segmentation helps a company focus on the needs and needs of the consumers most likely to buy its products. It also helps firms know and comprehend their competition. Although the costs associated with developing a firm's target marketing strategies may be high, simplifying the market by concentrating on smaller subsets can mean financial savings. In addition, it can have a higher ratio of marketing Shillings invested to Shillings ploughed back into the business. Market segmentation strategies are some of the competitive strategies that enable organizations to take advantage of strategic developments and ensure a competitive head start in the market (Porter, 1998). Assuming that there are a number of providers, as in the case of television industry viewers will choose which offering to accept based on varied perceptions.

The true value of market segmentation lies in differentiating customers into groups so as to effectively reach subsets of customers. The following criterion suffices for evaluating segments: First and foremost, the segment should be identifiable and distinctive; Secondly, the segment should be meaningful; thirdly, it should be measurable; fourthly, the segment should be reachable and lastly it should be stable.

It is generally neither efficient nor cost -effective to go after each distinctive segment hence the firm should prioritize segments based on market attractiveness and the organization's competitive advantage. The market segment organizations decide to pursue should be in line with their strategic objectives and vision.

2.3.1 Consumer Market Segmentation Methods

The benefits of segmentation are clear, but the real challenge is to determine the best grouping solution. The segmentation process involves breaking down the target market into smaller markets. Notably, segmentation methods are characterized differently from consumer markets to B-to-B markets.

Once the segments are defined, there is need to review them to determine which ones have enough customers in this case audiences to meet the revenue goals and also assess the competition to establish whether they are trying to attract the same segments. If so, find ways to stand out from these competitors or appeal to a smaller segment that is

getting less attention. Another part of the process involves evaluating whether or not one can access these potential customers, by reviewing geographical, legal and technological factors that may limit access.

Demographic market segmentation is one of the most popular market segmentation strategies. Using this strategy, firms simply breaks down the larger market into subsets based on a variety of defined attributes. Age, education, gender, race, occupation, marital status, and income are among the commonly used demographic segmentation characteristics.

Geographic segmentation is employed by firms that sell products or services that are tailored to a specific country, state, region, community, or group of countries. Local companies often get no benefit in paying for national or international marketing. Firms that operate nationally can often cut on costs by conveying similar marketing messages to a national audience via TV, newspaper ads, radio, or magazines. Global firms generally decide whether to maintain a universal message or customize to each country's target market.

Psychographics has become very common since companies want to identify customers based on needs in lieu of demographics. For instance, consider the lifestyle of an outdoor enthusiast. Campers, for example, often have few consistent demographic attributes. They are a diverse segment; therefore marketers would likely target a group of outdoor enthusiasts or campers for new camping gear through outdoor magazines or programs.

Behavioral is based on user mannerisms, including benefits sought, patterns of use, brand loyalty, and price sensitivity. A firm may have buyers with a similar demographic trait but distinct behavioral nature. Some may use products or services daily, while others use it weekly or monthly. Higher-income earners may be more interested in higher-quality models rather than low quality ones. This may push the provider to target higher-end services and products to one segment and more value-oriented packages to budget-conscious or to lower-income buyers.

2.4 Role of Promotion in Marketing

Objectives of promotional strategy vary among companies. Some organizations use promotion to grow their markets, others to maintain their current positions, and others to present a corporate perspective on a public issue. Promotional strategies can also be employed in reaching selected markets (Chatterjee, 2013). These objectives include;

Providing Information; at the initial stages of promotional campaigns, when there was often limited availability of many products, most advertisements were created to inform the public of the availability of a product. Currently, a major portion of advertising is still informational. Promotional campaigns aimed at informing are usually targeted at specific market segments (Chatterjee, 2013).

Differentiating the Product is used by marketers to develop a promotional strategy to differentiate their products or services from those of rivals. To achieve this, they try to occupy a “position” in the industry that appeals to their target consumers (Winston & Crane, 2013). Promotions that apply the idea of positioning communicate to customers meaningful differences regarding the price, attributes, usage of a good or service, or quality. Positioning is often applied in goods or services that are not dominant in their field.

Increasing Sales is the most obvious goal of a promotional strategy. Some strategies focus on primary demand and others on selective demand. Sometimes particular audiences are targeted.

Stabilizing Sales; Sales contests are usually held during slow periods. Such contests hand out prizes (scholarships, vacation trips, color TVs) to salespeople who hit certain targets. Sales promotional materials are sometimes distributed to enhance sales during slow periods. Advertising is also usually used in stabilizing sales (Engel, 2000). For instance, the tourism industry in coastal cities with peak and off peak seasons. A stable sales pattern allows an organization to improve purchasing, financial, and market planning; to balance the production cycle; and to minimize some management and production costs.

Enhancing the Product’s Value; some promotional strategies are based on things like repair services and warranty programs that accentuate the product’s value. For instance, many Safaricom advertisements promote specific offers and rates that appeal to new and existing customers. Some ads, however, are created to promote Safaricom’s corporate

social responsibility (CSR) efforts, while others concentrate on its cooperation with small and medium enterprises (SMEs). These promotions highlight greater quality options to consumers, thus improving the value of Safaricom's products and services.

As highlighted already there are several components of a promotional mix namely, Elements of promotional mix include Advertising, Personal Selling, Public relations, Sales promotion, Direct mail, Internet marketing and sponsorship.

Choosing the right promotional mix is one of the most challenging tasks facing marketers, but there are some general measures to aid in determining the relative allocations of promotional initiatives and expenditures among public relations, personal selling, advertising, and sales promotion (Winston & Crane, 2013). First yardstick is the decision whether to spend promotional budgets on personal selling or advertising. Once this decision is taken, the marketer should determine the extent of sales promotion and public relations initiatives. Secondly, consider the market targeted by the product or service. Thirdly, consider the value of the product; Most companies cannot afford to stress on personal selling in marketing a cheap product and instead choose advertising for the promotional strategy of products like soft drinks or cosmetics while more expensive goods in both industrial and consumer markets depend on personal selling. Finally, consider the time scale involved. Advertising is often used to precondition a consumer for a sales presentation (Engel, 2000). An effective and regular advertising theme can favorably influence people when they are approached by a merchandiser in a store.

Some of the promotional media that are commonly used include newspapers, television, direct mail, radio, magazines, outdoor advertising, among others (movie theatres, airline movie screens). All media have advantages and disadvantages.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This part of the study expounds on the research design, population sampling and sample design, data collection and data analysis. This information is key in determining the market segmentation strategies adopted by television broadcast Media houses in Kenya.

3.2 Research Design

Borg (1996) advances that a research design is a logical and valuable way of looking at the world. The research design to be used will be descriptive cross sectional survey design. The researcher will also use the survey method which according to Mugenda and Mugenda (2003) is where data was collected from members of a population in order to determine the current status of that population with respect to one or more variables and generalize the findings. This method has proven through scientific research that the characteristics of the representative sample actually represents the characteristics of the general population (Triola, 2009).

3.3 Population of Study

Population in statistics is the specific group of items about which information is desired. Mugenda and Mugenda (2003) opines that population is a complete set of individuals, cases or objects with some common observable characteristics. There are currently 54 registered television stations in Kenya but the population of this study is the 16 fully operational television channels in Kenya. This will therefore be a census of the 16 fully operational television channels.

3.4 Data Collection

Both primary and secondary data are used for the survey. Primary data was collected using quantitative semi-structured questionnaires, while secondary data was obtained from both internal and external documentation. The Questionnaires were used with an intention of generalizing from a sample of population. This method is ideal because respondents gave their individual opinions by freely expressing themselves while

allowing the researcher to describe the situation as it truly is hence providing quality data and actionable insights (Triola, 2009).

The focus of the study was to perform an intensive study of the market segmentation strategies adopted by television broadcast Media houses in Kenya. To achieve this, questionnaires were administered to key decision-makers in the area of interest, with a focus on heads of marketing departments and programming managers of the different television broadcast media houses sampled for the study. The questionnaires were dispatched to the respondents through email and hand delivery through courier services and upon filling, they were collected again either using couriers or via email. Document analysis technique or desk research was also be used to collect secondary data which was mainly be from journals, past research papers, released industry reports and most importantly from media house's policy and/ strategy documentations (Kuehl, 1999).

Before rolling out the project, a pilot test was carried out with one of the TV stations in a mutually-agreed way so as to evaluate the quality of information that was generated from the questionnaires as well as evaluating other factors such as cost and length of interviews.

3.5 Data Analysis

The data collected was edited, coded and entered in SPSS program for analysis. Ogula (1998) notes that data analysis involves reducing the data into summaries. The researcher used SPSS to enter both quantitative data. The analysis was done using descriptive statistics to generate frequencies and percentages. This data was presented in form of tables, graphs, and pie charts.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND INTERPRETATION OF RESULT

4.1 Introduction

This chapter is concerned with the analysis and presentation of the data collected by the researcher from the field. It covers the study findings and discussions. The first part covers the profiling of the stations to establish census characteristics while the second part covers the market segmentation strategies that the television stations adopt to promote the television content in Kenya. The data was collected from twelve television stations in the country. Eight of the respondents were the marketing managers in the various stations and four of the questionnaires were answered by the programming heads.

4.2 Census Characteristics

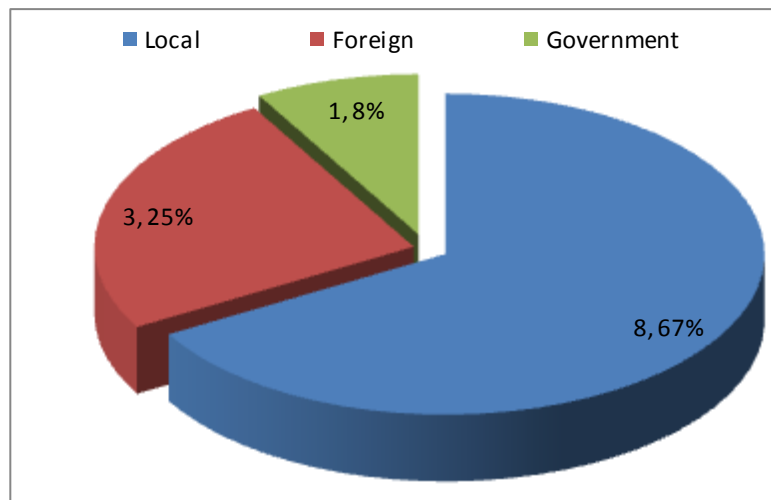


Figure 4.1: Ownership of the Stations

As illustrated above, most of the fully operational stations are locally-owned with a quarter of them being regional while a small percentage (just one out of the contacted stations) are owned by the government.

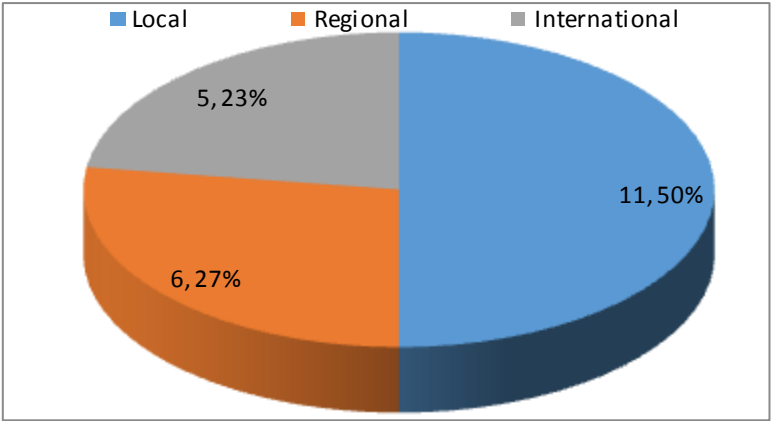


Figure 4.2: Target Markets

The above charts clearly shows that the main target market for viewership of the media houses is the local market, both referring to the local market in the country as well as local viewers within the regions or counties of operation.

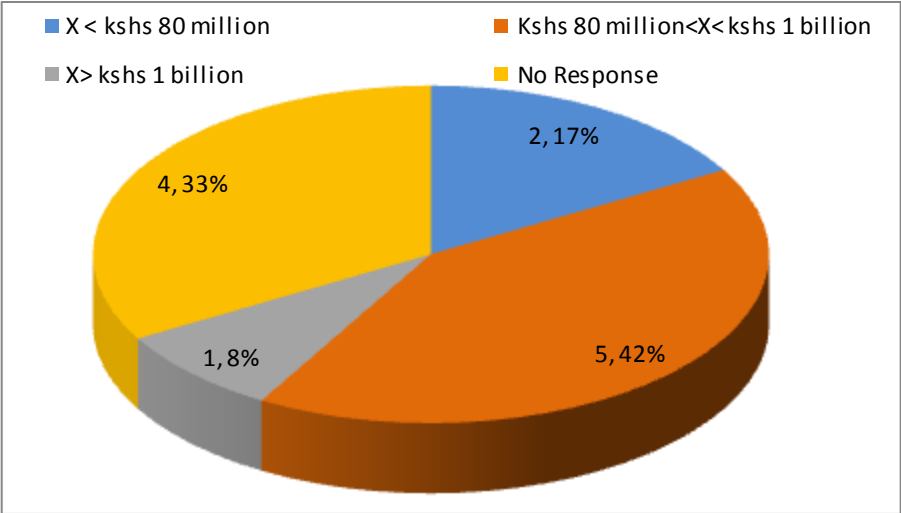


Figure 4.3: Turn over

From the turn over chart above on the contacted stations, it was clear that most of the stations had a turnover range of between Kshs. 80 million and Kshs. 1 billion.

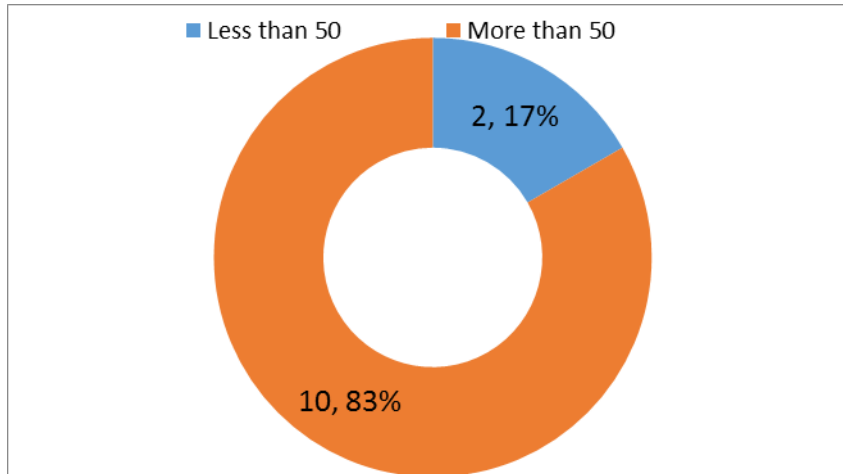


Figure 4.4: Number of employees

Almost all the contacted stations had more than 50 employees.

Type of Content	Total	Local	Foreign	Government
Total	12	8	3	1
Predominantly local	4	3	0	1
Predominantly regional (Africa)	4	4	0	0
Predominantly international	4	1	3	0

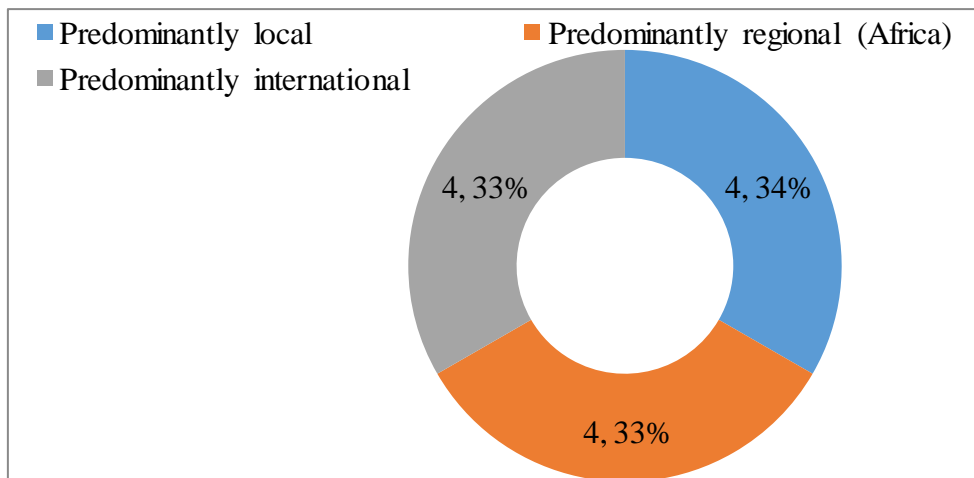


Figure 4.5: Type of Content

It was clear from the data collected that the stations contacted offered local, regional and international content in equal measures. This shows the diversity of the content offered by the well-structured and established stations.

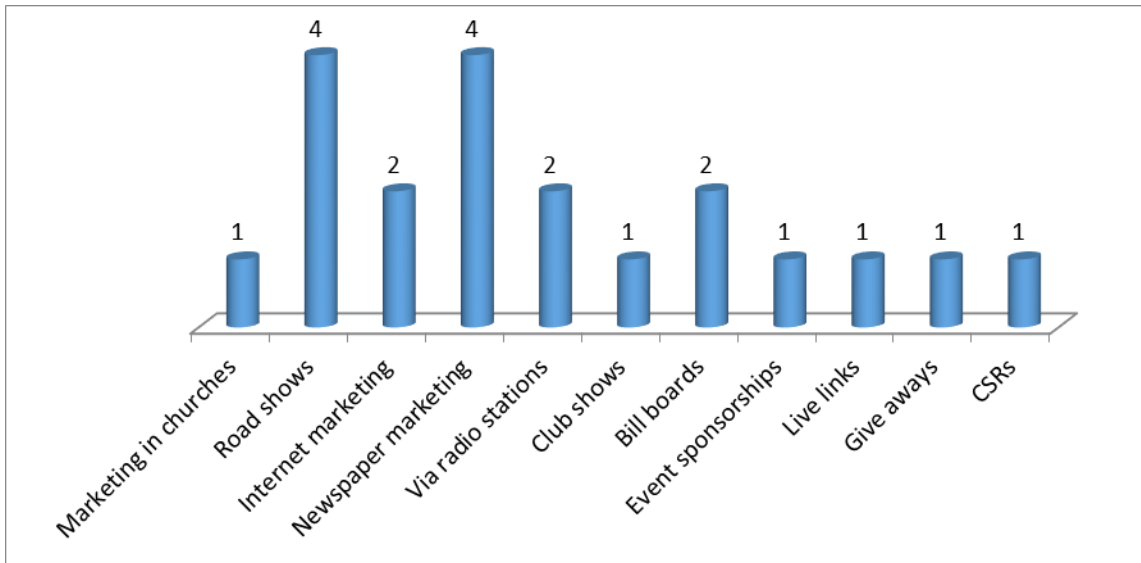


Figure 4.6: Recent Marketing activities

The main marketing strategies undertaken by the contacted stations included road shows and newspaper marketing. Other common methods included internet marketing, advertisement through radio stations and billboards.

	Total/Target Market	Local	Regional	International
Total	12	11	6	5
Road shows	4	3	2	2
Newspaper marketing	4	3	3	2
Internet marketing	2	1	2	0
Via radio stations	2	2	1	2
Bill boards	2	2	2	2
Marketing in churches	1	1	1	1
Club shows	1	1	1	1

Figure 4.7: Cross-Tabulation of Marketing Activities vs. Target Consumers

Stations whose main consumer target is international do not use internet marketing. Road shows and newspaper marketing on the other hand are the leading methods used across the board.

4.3 Marketing Segmentation Strategies and Promotional Activities

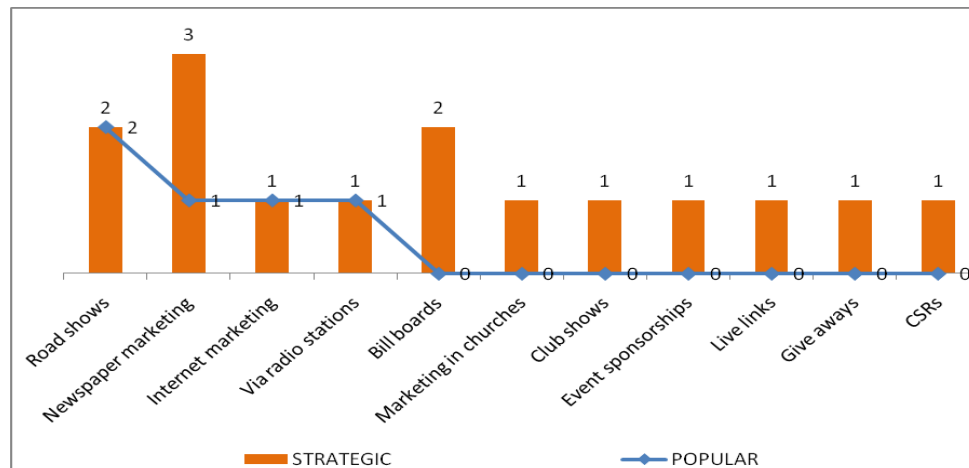


Figure 4.8: Decision on marketing strategies

The decisions about the marketing strategies adopted by the different stations were mainly determined by how strategic and popular the strategy is, with none of the stations considering affordability in the decision-making process. Newspaper marketing takes the lead among strategic advertising means followed by billboards and road shows.

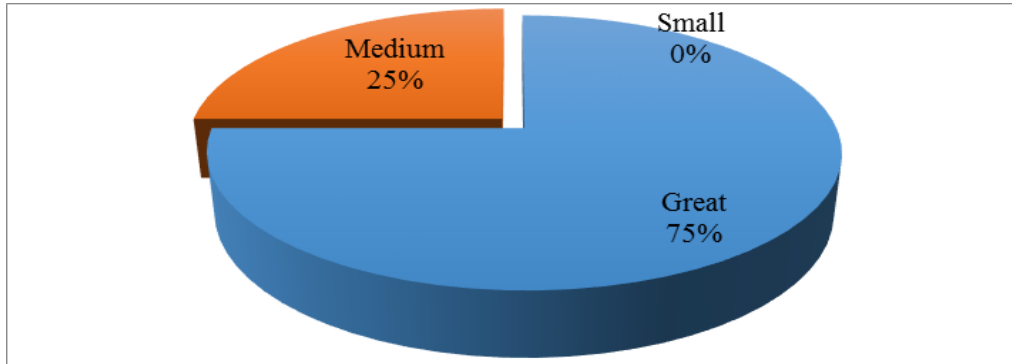


Figure 4.9: Content Appreciation

Most of the stations believe that their audiences appreciate their program schedules to a great extent.

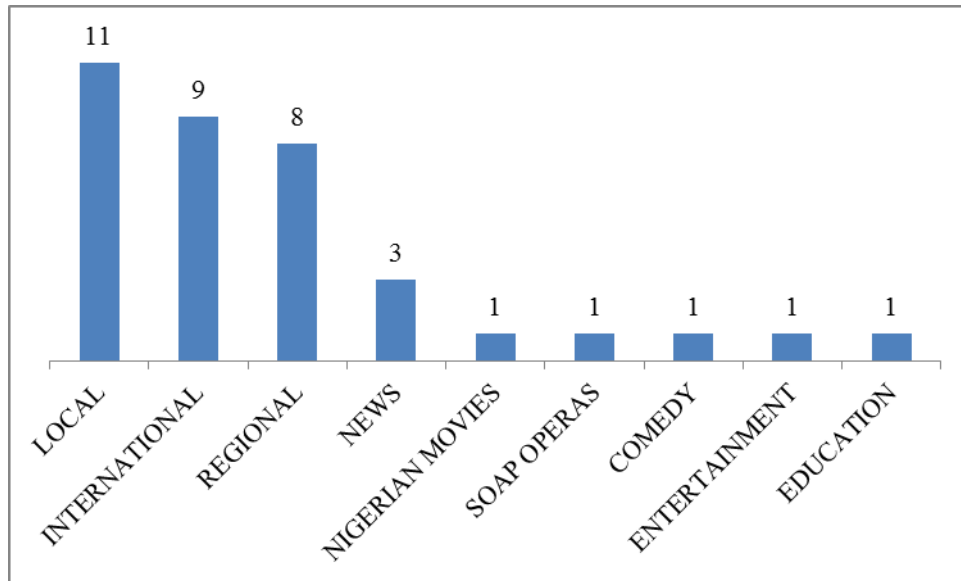


Figure 4.10: Content Value

Most of the stations felt that the most values content by their audiences was local content followed by international and regional content respectively. This indicates the extent to which the audiences appreciated content that they related with, mainly produced by their

local celebrities and media personalities. There was hence an appreciation of the content that the audience felt connected to.

On the other side, international content was appreciated on a large-scale, probably because of the quality of its productions.



Figure 4.11: Reasons for content value

Local content seems to dominate since most of the stations are locally owned and exist in the local market.

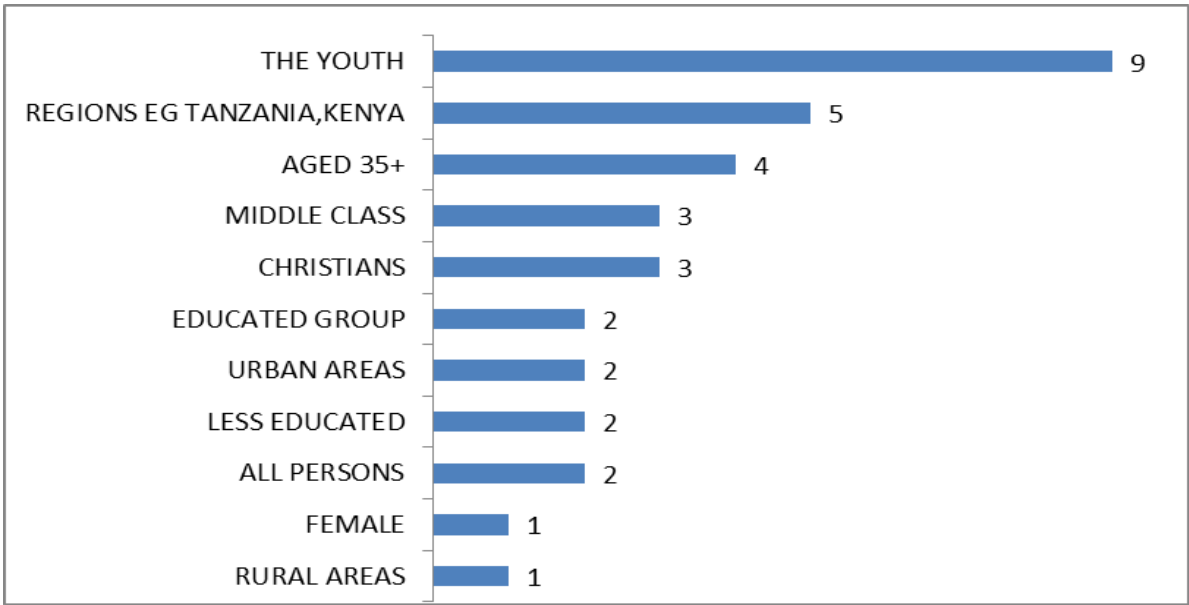


Figure 4.12: Target Consumer Segments

The most targeted audience segment is the youth, followed by regional segmentation such as country-wise and region-wise.

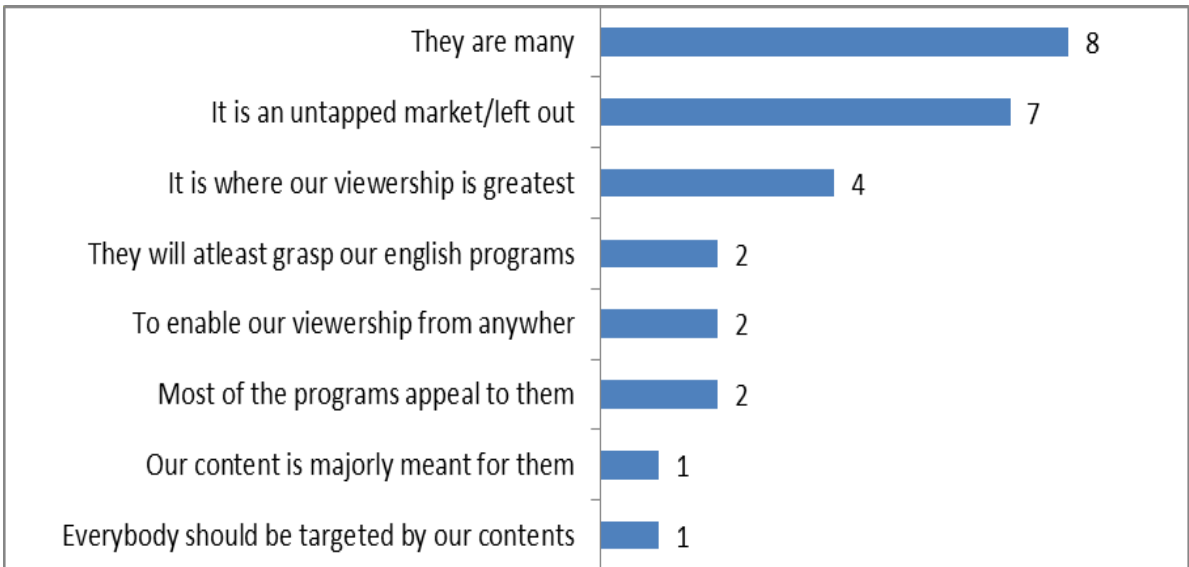


Figure 4.13: Reasons for targeting consumer segments

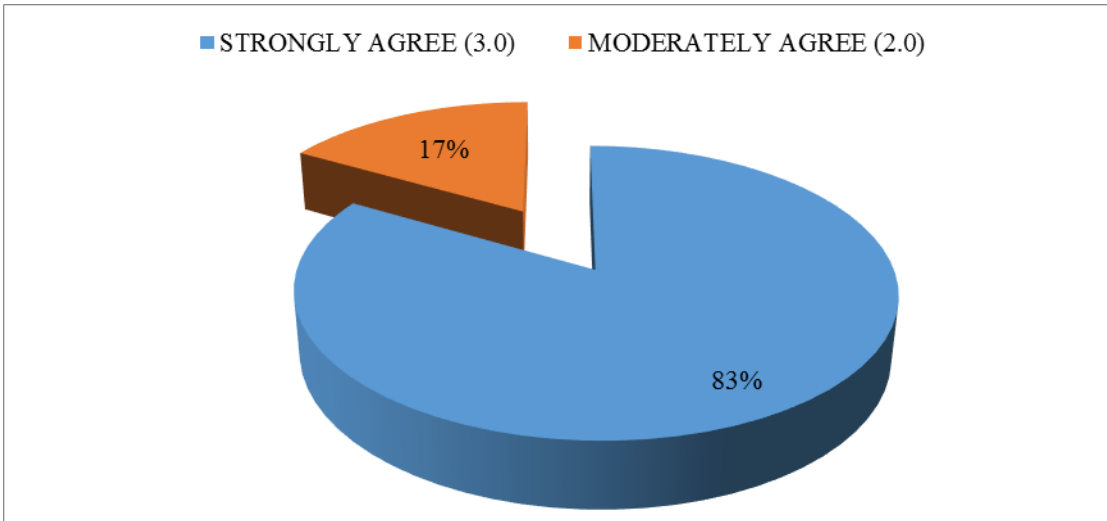


Figure 4.14: Meeting Consumer needs

The largest percentage of the respondents felt that they offered exactly the same content as their target audiences preferred, implying that their audiences were satisfied. However, this may not directly be inferred as such without considering audience feedback through undertaking a customer satisfaction survey to verify that the audience needs were satisfactorily met.

4.3.1 Market Segmentation Strategies

Most of the media stations, irrespective of whether they are local, regional or international, have employed market segmentation strategies to a great extent as indicated in the table indicated above.

		Target Market				Turnover			
		Total	Local	Regional	International	X < Kshs 80 million	Kshs 80 million < X < Kshs 1 billion	X > Kshs 1 billion	No Response
Total	12	11	6	5	2	5	1	4	
Great extent	11	10	6	5	2	5	1	3	
Small extent	1	1	0	0	0	0	0	1	
Never (1.0)	0	0	0	0	0	0	0	0	
	97%	97%	100%	100%	100%	100%	100%	93%	

Figure 4.15 Market Segmentation strategies

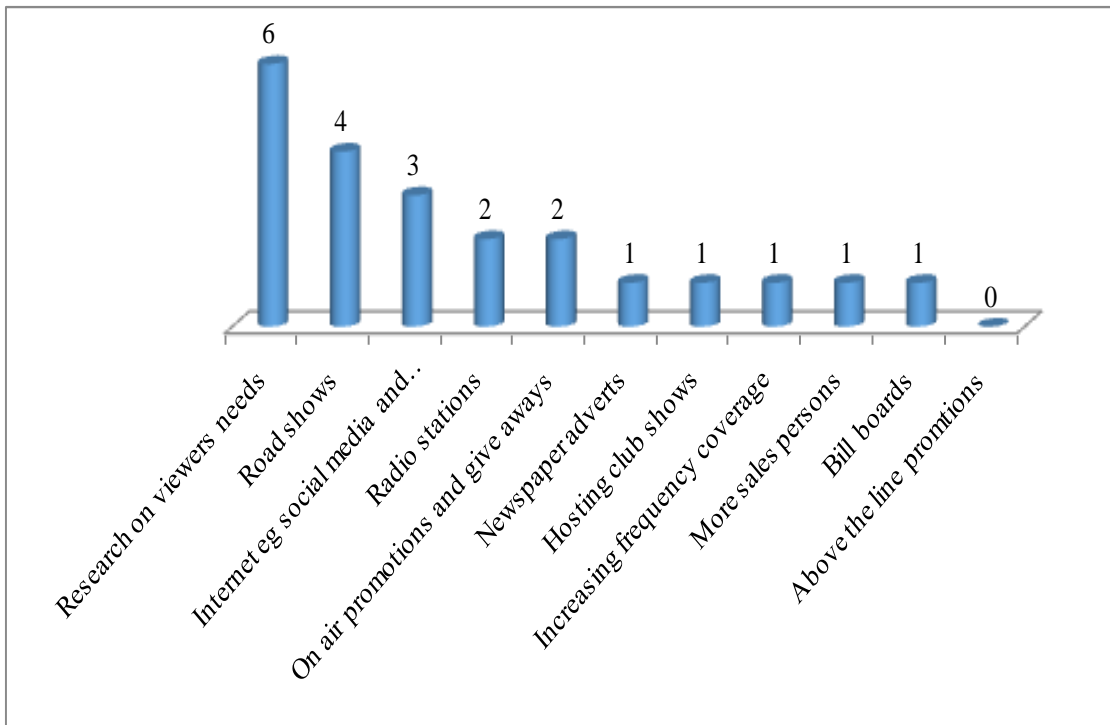


Figure 4.16 Content promotion Strategies

Market research proves to be a very effective tool in identifying what consumers need hence enhancing content uptake and usage. This is followed by road shows, which involve direct contact with the target audience, hence an effective tool for content promotion.

There was evidence of importance of Content Promotion and Marketing Strategies with all the contacted stations (100%) saying they considered the promotional and marketing strategies they had been using as very important aspects of content promotion.

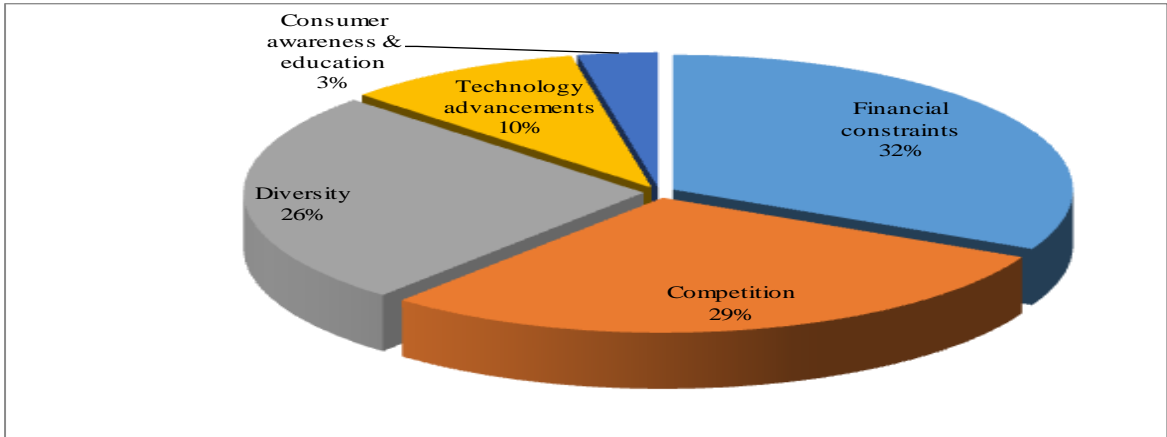


Figure 4.17 Challenges in meeting consumer needs

The main challenges that most of the stations faced during content promotion included financial constraints, competition from established players and diversity of the consumers making it difficult to have specifically targeted packages and program line-ups.

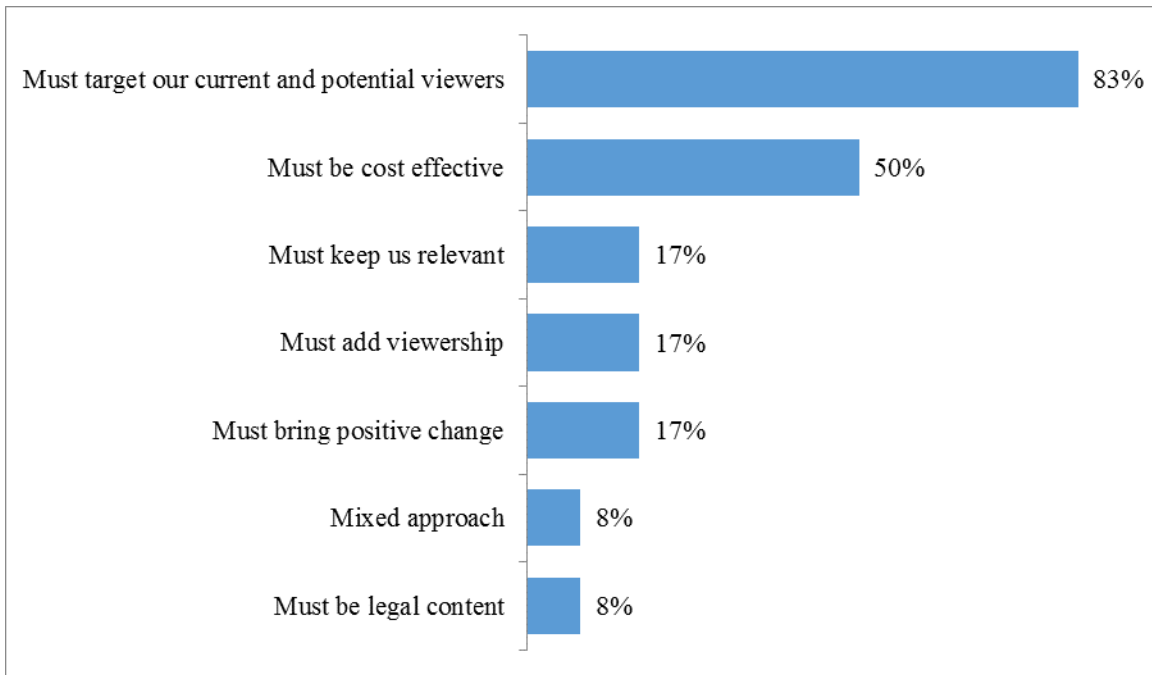


Figure 4.18: Aspects of content promotion

Most of the respondents felt that the most important aspect of their content promotional activities was the fact that such activities needed to be targeted to their current and potential audience. This calls for an understanding of the target audience, their needs and preferences and then developing content in line with the findings discovered so as to ensure effectiveness of the activities. Further, the cost-effectiveness of promotional activities undertaken is a factor that is considered by many stations especially so as to ensure returns on investment and lender such activities effective.

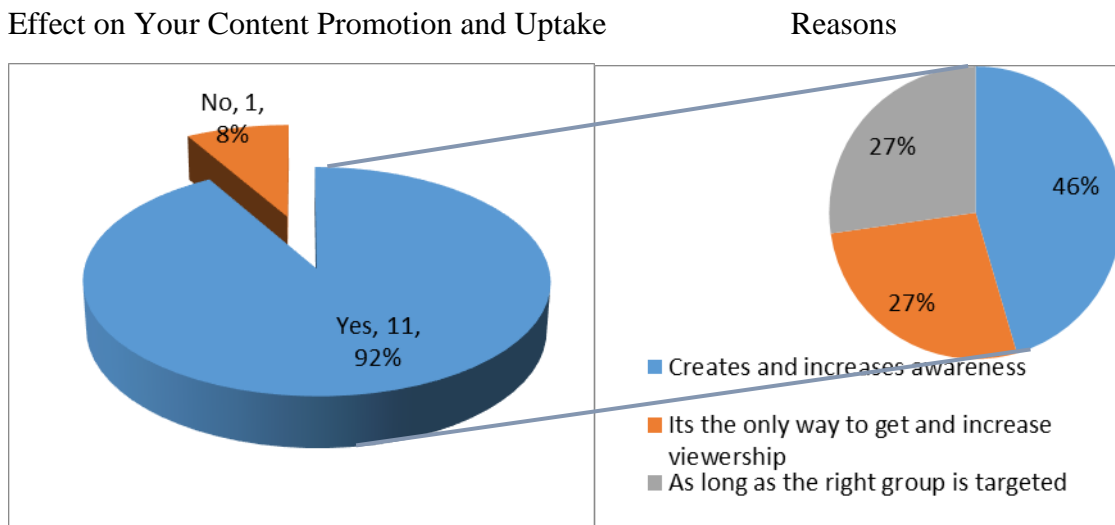


Figure 4.19: Effect on Content promotion uptake

Almost all the respondents felt that the promotional activities they had undertaken had an effect on content promotion and uptake by the target audience. The main reason offered to explain why the respondents felt this include the fact that such activities had proven to create and increase content awareness.

There were also reason for Targeted Promotional and Marketing Strategies. All the respondents (100%) felt that targeted content promotion activities was an effective method of enhancing uptake of TV content, hence a pre-requisite for all sales and marketing departments of the different stations.

Also, the main reason for this feeling by the respondents was identified as the fact that the main goal of content promotion strategies was actually to target different audience segments, hence making sure that such strategies were targeted was paramount to their effectiveness.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The objectives of this study were to determine segmentation strategies used by television media houses to promote content in Kenya and to establish the effectiveness of the marketing segmentation strategies adopted by television media stations in Kenya. To address these objectives, this chapter discusses and summarizes the findings based on the analysis of data in chapter four. It also presents the recommendations, conclusions, limitations and suggestions for further research based on the findings.

5.2 Summary

From the study undertaken to determine segmentation strategies used by Television media houses to promote content in Kenya and establish the effectiveness of the identified strategies, it was clear that 67% of the TV stations in Kenya were locally-owned with 25% of them being foreign stations and only one being government-owned. Also, the stations offered content targeted to different markets, mainly with a targeted customers base of 50% in the local market, 27% regional market and 23% international market. In addition, a third of the stations had registered a turn-over below Kshs. 80 million with 42% of the stations registering a turnover of between Kshs. 80 million and Kshs. 1 billion. Further, 83% of the stations had a minimum of 50 employees working for them. Finally, there was an equal sharing of TV content between local, regional and international content, with each of these content occupying a third of the viewership time. From the data collected during the study, it was clear that the most common marketing strategies employed by the stations in the recent past included road shows and newspaper advertisement. Other common strategies included radio commercials, billboards and internet marketing. The main drivers to choice of marketing strategy used include how strategic and popular the strategy is while cost is not a significant factor in the decision-making process.

On content value, local, internationals and regional content was perceived as the most valuable content on TV respectively. Main reason for local content domineering was because the stations were local-based hence had a wider local viewership. On target

segments, the youth were the main target for the stations followed by regional segments across countries and regions within the different countries covered. This was because the youth constituted the largest percentage of the general and the audience population. On the other hand, 83% of the respondents felt that their stations were meeting their specific customer needs.

On market segmentation strategies, most of the media stations, irrespective of whether local, regional or international, had employed market segmentation strategies in their operations.

On content promotion strategies, it was identified that the main tools for enhancing content uptake included research on consumer needs, road shows and internet marketing such as the use of social media. The main challenges that faced the stations in undertaking content promotion activities included financial constraints (32%), competition (29%) and the diversity of their target audience (26%).

The most important aspects of content promotion as indicated from the study included the fact that such activities must be targeted and specific to the current and potential consumers (83%) and must also be cost-effective (50%). The study was able to prove that content promotion had a significant effect on content uptake, with 92% of the respondents supporting this argument, mainly because such activities had been found to increase content awareness and convert this into viewership.

On targeted promotional and marketing strategies, all the respondents (100%) felt that the use of promotional and marketing strategies targeting a defined consumer segment would help increase the uptake of your TV content.

5.3 Conclusion

From the results of this study which was undertaken to determine segmentation strategies adopted by media houses to promote Television content in Kenya and to establish the effectiveness of the identified strategies, different conclusions can be arrived at providing answers to the research questions. First of all, on determining segmentation strategies adopted by Television media houses to promote content in Kenya, it was clear that the main content promotion strategies employed by TV stations included research on consumer needs, road shows, newspaper marketing and internet marketing such as the use of social media. These methods were considered popular and strategic, especially in

penetrating the target market both locally, regionally and internationally. Secondly, on establishing the effectiveness of the marketing segmentation strategies adopted by television media stations in Kenya, it was clear from the study that most of the stations adopted targeted content promotion strategies. Ultimately, there was proof that marketing segmentation strategies were effective as they helped attract and maintain current and potential consumers and were also cost-effective as they offered returns on investment. The strategies also increased content awareness and conversion into usage hence enhancing TV content uptake, the main goal for content promotion.

From the study therefore, it is clear that market segmentation is a normal practice among the TV stations mainly considering the different target consumer segments such as the youth and regional segments as well as different forms of content, especially local, regional and international content. The stations ensure that they understand who their target audience is and design their content offer in line with this so as to increase uptake and usage of the content while maintaining and even increasing the customer base.

5.4 Recommendations

From the study, it is clear that TV stations employ market segmentation and targeted content promotion strategies so as to offer attractive packages to their target audience. However, this comes with many challenges including financial constraints, especially for development of local content and purchase of international content which is an expensive affair, competition among the different players and the diversity of consumers, which makes it hard to offer timely content that please everyone at all times. With this in mind, it is therefore necessary for TV stations to continually undertake market surveys so as to get customer feedback on the content being offered and program line-up, hence being proactive in ensuring maximum satisfaction of customers in the content offer.

Further, there is need for the government to consider introduction of policies that ensure that development of local talent is more affordable so as to reduce on the financial constraints of players in the media industry. The same can be replicated through discussions with international content producers so as to ensure affordability of the same.

Finally, there is need to undertake a follow-up and comparative study related to this study but focusing on consumers to compare and verify the claims of TV stations that their customers are satisfied with the TV content offer. This will help offer more insights into

the industry, helping bridge any gaps that may exist between consumer perceptions on TV content and the actual perceptions of TV stations on their content. This will also ensure more focused and targeted content offer translating to more content uptake and usage.

5.5 Limitations

Some respondents expressed a certain discomfort in answering the questionnaire. In some cases, the respondents did not understand the questions being asked and the type of response expected from them. Time was a constraint to a large extent as the respondents were engaged in official duty and therefore took long to respond to the questionnaire.

This study was only limited to the free to air stations. It did not include the pay television or cable television. This is because the pay televisions have multiple channels including the free to air ones and have various elements of content promotion. Also, not all television stations responded to the questionnaires.

5.6 Suggestions for Further study

Media in Kenya is still largely misunderstood even with the tremendous growth happening within that industry. Only two Media houses are publicly listed while the industry is worth billions of shillings and employs a significant size of the Kenyan population. Therefore, further research could be carried out on the specific segments and how they impact on uptake of content that eventually results into advertising revenue hence profits for the organizations. The researcher suggest areas of value addition, organizational structures, advertising sales as some areas that can be looked at to further shed light into the media industry.

REFERENCES

- Abuoga, J. & Mutere, A. (1988), *The History of the Press*. ACCE, Nairobi
- Ansoff, I & McDonnell, E. (1990), *Implanting Strategic Management*, 2nd Edition. Prentice Hall.
- Aosa, E. (1998), *An Empirical Investigation of Aspects of Strategy Formulation and Implementation within Large, Private Manufacturing Companies in Kenya*.
- Aosa, E. (1997), *Contextual Influences on Strategic Planning: Porter's Industry Analysis Model in Kenyan setting*. Moi University Business Journal, 1(1), 4-5.
- Aosa, E. (1992), *An Empirical Investigation of aspects of Strategic Formulation and Implementation within Large, Private Manufacturing Companies in Kenya*.
- Ayittey, G.B. (1992), *Africa Betrayed*. St. New York: Martin's Press.
- Borg, W. R. (1981). *Applying Educational Research, A practical Guide for Teacher*. New York: Longman.
- Chandler, A. (1962), *Strategy and Structure: chapters in the History of American Industrial Enterprises*, Cambridge Massachusetts, MIT Press.
- DE Beer, A. Kasoma, F. & Steyn, E. (1995), "Sub-Saharan Africa". In John C. Merrill (ED). *Global Journalism: Survey of International Communication*, 3rd Edition. New York: Longman.
- Grant, R. (2000), *Contemporary Strategy analysis: Concepts, Techniques, Applications*, 3rd Edition. New York: Blackwell Publishers.
- Grant, R. (1998), *Contemporary Strategy Analysis*, 3rd Edition. John Wiley and Sons.
- Drunker, P.F. (1986), *The Practice of Management*. New York: Harper.
- Hunger, J.D. and Wheelen, T.L. (1995), *Strategic Management*, 5th edition. New York Addison- Wesley Publishing Company.
- Johnson, G., & Scholes, K. (1997), *Exploring Corporate Strategy*, 5th Ed. New York: Prentice Hall.
- Kandie, P.Y. (2001), *A Study of Strategic Responses by Telkom Kenya Limited in a Competitive Environment*. Unpublished MBA project, University of Nairobi.
- Karoney, F. (2008), *Competitive Strategies adopted by the Kenya Television Network (KTN) of the Standard Media Group*. Unpublished MBA project, University of Nairobi.

- Kotler P. & Keller K. L. (2009), *Marketing management 13th Edition*, Pearson Education publishing Inc. Prentice Hall
- Kiptugen, E.J. (2003), *Strategic Responses to a Changing Competitive Environment: the Case Study of Kenya Commercial Bank*. Unpublished MBA project, University of Nairobi.
- Mbugua, A.M. (2006), *Competitive Strategies Adopted by Mainstream Daily Print Media Firms in Kenya*. Unpublished MBA project, University of Nairobi.
- Mbuthia T.W. (2003), *A Study of the Advertising Agencies in Kenya*. Unpublished MBA project, University of Nairobi.
- Mintzberg, H. (1994), *The Fall and Rise of Strategic planning*. Harvard Business Review.
- Mintzberg & Quinn, J. (1991), *The Strategy Process: Concepts, Contexts and Cases*. Prentice Hall.
- Muganda, A. (2007), *Competitive Strategies Adopted by Nation Media Group Limited*. Unpublished MBA project, University of Nairobi.
- Mugenda, O.M. & Mugenda A. G. (2003), *Research Methods: Quantitative &Qualitative Approaches*. Revised Edition. Nairobi: Acts Press.
- Ohmae, K. (1983), *The Mind of Strategist*. Penguin Books Harmond Worth.
- Pearson, G. (1999), *Strategy in Action*. Prentice Hall Finance times.
- Pearce, J. & Robinson R. (1997), *Strategic Management: Strategy Formulation, Implementation and Control*, 6th Edition. Richard, D. Irwin.
- Porter, M. (1998), *Competitive Forces: Techniques for Analyzing Industries and Competitors*. New York: The free Press.
- Porter, M. (1985), *Competitive Advantage: Creating and Sustaining Superior Performance*. New York: The free Press.
- Porter, M. (1980), *Competitive Forces: Techniques for Analyzing Industries and Competitors*. New York: The free Press.
- Sang, S.K. (2001), *A Study of Competitive Intelligence Practices of the FM Radio Stations in Kenya*. Unpublished MBA project, University of Nairobi.
- Tang, V. & Bauer, R. A. (1995), *Competitive Dominance: Beyond Strategic Advantage and Total Quality Management*. New York: Van Nostrand Reinhold.

- Thompson, A.A. Jr. & Strickland, A.J. 111. (2003), *Strategic Management: Concepts and Cases*, 3rd ed. Boston, U.S.A: Irwin McGraw- Hill.
- Thompson, A.A. Jr. & Strickland, A.J. 111. (1998), *Grafting and Implementing Strategy*, 10th edition. Boston, U.S.A: Irwin McGraw- Hill
- Napoli, P. M. (2004). *Introduction: The Impact of Regulatory Change on Media Market Competition and Media Management*. *The International Journal on Media Management*, 6(3&4), 150-151.
- Omondi, George . "The struggle for local content on TV." *The struggle for local content on TV*. Version 1. Nation Media Group, 23 Mar. 2014. Web. 7 June 2014. <<http://mobile.nation.co.ke/lifestyle/The-struggle-for-local-content-on-TV/-/1950774/2254576/-/format/xhtml/-/4p2ea0/-/index.html>>.
- Republic of Kenya Ministry of Information and Communication National Policy on Information and Communication Technology*. Nairobi. Government printers
- Kvale, S. (1996). *InterViews: An Introduction To Qualitative Research Interviewing*. Sage Publications.
- Babbie, E. (2001). *The Practice of Social Research: 9th Edition*. Belmont, CA: Wadsworth Thomson.
- Ries. A. & Trout J. (1994), *The 22 Immutable Laws of Marketing; Violate them at your own Risk!* Harper Business

APPENDIX ONE: QUESTIONNAIRE

	KENYAN MEDIA HOUSES PROJECT QUESTIONNAIRE	
Media House: _____		
Physical address: _____		
Respondent's Name (just one): _____		
Title/Position/Responsibility: _____		
Interviewer's names: _____		
Interview date: _____		
Time started interview: _____ Time ended interview: _____		
Total time spent: _____		

Instructions:

This questionnaire seeks to find answers to the questions on Market Segmentation Strategies adopted by Media Houses to Promote Television Content in Kenya.

Kindly tick or fill in where appropriate:

Part 1: Station Profile

- Company ownership
A .Local () b. Foreign () c. Government ()
- Please indicate the target market

- a. Local ()
- b. Regional ()
- c. International ()

- 3. Turnover
 - a. X < kshs 80 million ()
 - b. Kshs 80 million < X < kshs 1 billion ()
 - c. X > kshs 1 billion ()

- 4. Number of employees
 - a. Less than 50 ()
 - b. More than 50 ()

- 6. Type of content
 - a. Predominantly local ()
 - b. Predominantly regional (Africa) ()
 - c. Predominantly international ()

- 5. Kindly list your most recent marketing activities

.....

.....

.....

Part 2: Marketing Segmentation Strategies and Promotional Activities

- 1. Please specify how the above activities were decided upon?
 - A) Popular
 - B) Strategic
 - C) Affordable

- 2. To what extent would you say your audience appreciate the content you provide in your present programming schedule?
 - A) Great
 - B) Medium
 - C) Small

3. And which of the content you outlined above do you feel has the greatest value to your target consumers hence it's the main reason why they chose your content?

Rating	Most Important Content Offered (Top-3 in that order)	Why
1		
2		
3		

4 .Could you kindly describe who your main target consumers are? (*Describe their characteristics – age, region, education/profession, other demographics?*)

Rating	Main Target Consumers (Top-3 in that order)	Why
1		
2		
3		

5 Do you feel that the content you offer is exactly what your target consumers want?

A) Strongly agree B) Moderately Agree C) Strongly Disagree

6 To what extent has your company employed market segmentation strategies in the past?

(Please describe)

A) Great Extent B) Small Extent C) Never

7. a What promotional and marketing strategies has your company employed in the past so as to promote content to the target consumers?

- _____
- _____
- _____
- _____

7. b How important have the promotional and marketing strategies you have been using been effective in helping you meet the needs of your target consumers?

A) Very Important B) Least Important C) Not important at All

(Please describe)

8 Please mention three top challenges that you face when trying to meet the needs of your target consumers (*Please describe*)

A).....

B)_____

C)_____

9. a How would you describe the different aspects of content promotion activities that you employ?

- _____
- _____
- _____
- _____

9. b Do you feel that such promotional activities has any effect on your content promotion and uptake by your target consumers? (*Please describe*)_____

10. Do you feel that the use of promotional and marketing strategies targeting a defined consumer segment would help increase the uptake of your Television content? (*Please describe*)

That is All, Thank you