

**SOCIAL MEDIA AS A STRATEGIC ORIENTATION AND
ORGANIZATIONAL PERFORMANCE WITHIN THE MOBILE
TELEPHONY SECTOR IN KENYA**

BY

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DECLARATION

This research project is my original work and has not been presented for examination in any other university.

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This research project has been submitted for examination with my approval as University Supervisor.

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DEDICATION

This research project is dedicated to my family and friends. Thank you for your love, support and encouragement. God bless you.

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LIST OF ABBREVIATIONS AND ACRONYMS

2G	Second Generation of mobile telecommunications technology
3G	Third Generation of mobile telecommunications technology
4G	Fourth Generation of mobile telecommunications technology
CA	Communications Authority of Kenya
CCK	Communications Commission of Kenya
GSM	Global System for Mobile Communications
ICT	Information and Communication Technology
LTE	Long Term Evolution
RBV	Resource-Based View
SMART	Specific, Measurable, Attainable, Relevant and Timely

ABSTRACT

Social media has opened a new perspective in the way business is conducted. Most organizations are adopting the available social media platforms and formulating strategy to guide them. The study sought to determine the influence of social media as a strategic orientation and organizational performance within mobile telephony companies in Kenya. The research was conducted through a survey involving all players in the mobile sector. It was, therefore, a census study of the mobile telephony firms involved in social media namely Safaricom Ltd., Airtel Ltd. and Orange Kenya Ltd. Primary data was collected from the targeted respondents through structured questionnaires. The questionnaires were sent to top managers, middle level managers and officers in strategy and business development, marketing, finance, information and communication technology and customer care departments due to their direct involvement in the business decisions that drive growth and performance of the organization. The study through data analysis found that the organizations have optimized social media for their customers by a mean of a mean of 4.45 and they understand how to translate the social media metrics to business indicators by a mean of 4.27. Social medial strategy implementation benefits the organizations through enhanced and effective customer care by a mean of 4.18 and marketing of its products and services by a mean of 4.05. Lack of well-scripted policies, procedures and guidelines are major challenges in the implementation of social media strategy by a mean of 2.73. The study also through data analysis found that provision of lessons on the benefits of social media by a mean of 3.86, obtaining top management support by a mean of 3.64, understanding the organization strategy by a mean of 3.64 and encouraging information exchange by a mean of 3.59 are important strategies to enhance use of social media. Through data analysis, organizational performance had improved in the organizations as indicated by a mean of 3.32. The study recommends that the three mobile companies should educate their employees on the benefits of social media. This will enhance employee acceptance of the use of social media .In return the organizations will reap the benefits that come with this technology. The organizations should invest much more on employee training which will increase employee skills on use of technology. The management should support various ICT polices and provide both technical and financial support which will enhance use and implementation of social media .The top management should formulate clear policies and organizational strategies that will enable the organization fully benefit from social media. Effective implementation would require effective evaluation and control of the implementation process.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Organizations exist in a changing environment. Changes in the environment bring about opportunities and threats to the organization. Information technology has brought numerous changes in the environments that have come with opportunities and threats. Web based technologies are shaping the way organizations engage with customers. Due to growth in the internet based applications like Facebook, Twitter, YouTube, Google + and other social media applications on the electronic transmission, social media has become a crucial and innovative way to communicate and enhance marketing value. According to Merrill et al. (2011), social media refers to a growth of internet based sites that include blogs, news sites with interactive or comment features, group forums, wikis, social and business networking sites, online community sites, social bookmarking sites, microblogging sites, and gaming as well as virtual world sites. Social media is an interactive way in which technology users communicate with each other. Communication is relayed through videos, messages, short text message, photos, posts, graphics, pictures and any emerging interactive technology.

According to Duncan et al. (1989), there are five key concepts of media. The first core concept acknowledges that all media messages are constructed. Medias are inbuilt by organizations after careful considerations of strategy, vision and mission. The second core concept states that all media messages are constructed using creative language with its own rules. Social media messages should be constructed in a language that can easily

attract the content consumers. The third core concept acknowledges that different people experience the same message differently. Customers have different perception on the promotional messages broadcasted on the social media. The fourth core concept states that all media has embedded values and points of view. The organizations should project itself as the best option to the customers and that its existence is to satisfy the needs of the customers by offering quality products and services. The fifth core concept acknowledges that media messages are constructed to gain power, profit, and influence. Media can bring about increased revenues and better performance for organizations.

Organizations should be able to effectively and efficiently tap to their resources to gain competitive advantage. Resources are either tangible or intangible and every organization should be able to configure the resources to enable it meet its objective. The Resource-Based Theory advances the use of resources by organization to be able to be competitive in the operating environment. According to Penrose (1959), resources owned by firms when deployed and used by the firms, are more important than industry structure. Wernerfelt (1984), viewed the firm as a bundle of assets or resources which are attached to the firm (resource-based view). According to Barney (1991), the resources of a firm are its primary source of competitive advantage. Social media is an important resource in the changing technological world.

Social media networks have grown and are being adopted by organizations as a way of marketing to attract more customers to consume their services and products (Wilson, 2009). There are benefits in adopting and adapting social media networks in business

growth (Paridon & Carraher, 2009). This leads to effective marketing, customer relations, after sales service and customer support which can lead to increased revenues and profitability of an organization. Users actively interact with the social media and control how communication is carried on the social media.

The Kenyan mobile telephony industry's growth and profitability depend entirely on its ability to attract and retain customers, government policies and regulations, technological changes, innovations and continual improvement of the products and services. Mobile telephony service providers need to keep abreast technological changes and offer up to date services to their customers and be able to maintain their market share. The aim is to take advantage of the exponential growth of the internet to increase the marketing goals and hence meet the financial goal of the organization. The study aims to focus on the mobile telephony companies in the Kenyan market that have adopted social media as a way of increasing their business efficiency and profitability leading to business success. These mobile telephony firms are Safaricom Ltd, Airtel Ltd and Orange Kenya Ltd.

1.1.1 Concept of strategy

According to Johnson et al. (2005), strategy is the direction and scope of an organization over the long term to achieve advantage for the organization on how it utilizes efficiently its resources within a changing environment so as to meet the needs of markets and fulfill stakeholder expectations. Strategy is formulated to adapt the organization to the external environment. Organizations understand it is difficult to change the external environment, so incorporation of strategy is important in conforming the organization to the changing

environment. Changes in the external environment can bring about opportunities or threats to the organization. It is important for the organization to keep abreast in adopting the right strategies for the organization to be competitive by gaining market share and increased revenue.

Strategy should be effectively operationalized and institutionalized in the organization for effective implementation. This could involve mobilizing resources, restructuring, changing the organizational culture, adopting new technologies and changing of systems and processes. It could involve change of policy, change of behavior and attitudes, reallocation of budgets, assigning of responsibility, recruiting new leaders, promotion of leaders internally and setting of action plans. Ansoff (1987), Chandler (1962), Porter (1985), Mintzberg (1987), agree that organizations need strategy to accomplish their objectives effectively and efficiently. Strategy involves a change of heart and mind and the desire to accomplish your vision. Strategy is how firms allocate resources and capabilities to achieve competitive advantage. The most important aspect is that the firm should be differentiated from the competitor.

According to Pearce & Robinson (2005), strategic management is the set of decisions and actions that result in formulation and implementation of strategies designed to achieve the objectives of an organization. Strategic management involves the planning, directing, organizing and controlling of company's strategy related decisions and actions. It can also be defined as the process of formulating, implementing and evaluating business strategies to achieve future objectives (Harvey, 1988). Therefore, strategic management

is concerned with the formulation, development and implementation of strategy. Effective implementation requires effective evaluation and control of the implementation process. A good crafted strategy without an effective implementation is a total failure and does not support the objectives of the organization. All organizations depend on the environment for their inputs and outputs hence the need to implement strategic management that matches their resources with the external environment. Strategic management focuses on integrating all organizational functions to achieve organizational success.

1.1.2 Social media strategy

Strategic management according to Burns (1992), includes the full scope of an organization, matches the activities of an organization to the environment and the internal structures, practices and procedures to achieve its goals, aligns the activities of an organization by configuring the resources to sustain competition and be the best in the long term. Johnson et al. (2005), observes that strategic management is concerned with complexity arising out of ambiguous and non-routine situations with organizational-wide rather than operation-specific implications. Social media is a current innovative technology that encourages more interaction between customers and producers and deviates from the traditional way of relaying promotional and marketing information. It can be strategically aligned to help the organization meet its goals and objectives.

Medias are inbuilt by organizations after careful considerations of strategy, vision and mission. Media should reflect the internal structure and culture of the organizations. Media should not be a copy and paste affair, where it is guided by other major organizations media. Media should promote the values of the organizations. Dedicated personnel, who employ professionalism in handling all the conversations, should be employed to handle the social media portal (Wilson, 2009). Social media messages should be constructed in a language that can easily attract the content consumers. This improves traffic flow in the web pages or social media platforms. Organization should take advantage of developing the media to attract and retain customers by promoting their products and their services. Customers have different perception on the promotional messages broadcasted on the social media. A simple message can impact positively or negatively on the organizational products and or services.

Media content should focus on the past and future and how the historical messages impact on the future customers. Customers could be interested in the past reputation of the organization, the products and the services. They could be interested in the innovation phases, branding, promotions, after sale services and customer support service, to be able to make a decision in adopting the corporate's products or services. Media has values and ways of life that are portrayed to the audience. The users will always try to give the best of themselves whether the organizations or the customers. The organizations should project itself as the best option to the customers and that its existence is to satisfy the needs of the customers by offering quality products and services.

It is important to weigh the implications of what is broadcasted or posted in the social media since there is some indirect control of what is broadcasted in social media. Media can bring about increased revenues and better performance for organizations. The promotional techniques used on the social media should change the customers buying habits in a way to increase profits. The organization should be able to project itself as a market leader, ready to take competition to the next level.

1.1.3 Organizational performance

Lebens & Euske (2006), view organizational performance as a set of financial and non-financial indicators that offer information on the achievement of objectives and goals of an organization According to Day & Wensley (1988) organizational performance results from market success. Organizational performance includes both financial and non-financial indicators which could be market performance. Financial performance can be measured using profit margin and return on investment. Market performance can be measured by looking at the market share and sales volume. Organizational performance is the actual output of a firm measured against its intended outputs. To create a strong organizational performance an organization must sustain competitive advantage. Competitive advantage, according to Porter (1996), results from the firms trying to be the best by continually improving and creating value for its customers.

Organizational performance results in effectiveness and efficiency of a firm. Employees are motivated to achieve the goals and objectives of the organization. Customers are satisfied and are ready to consume the products and services of the organization. Scarce

resources are employed strategically to efficiently and effectively achieve the goals and objectives of the firm. High organizational performance requires effective implementation, evaluation and control of the strategy. High organizational performance results from the organization's ability to adapt to the internal and external environment. Thompson et al. (2012), argue that the essence of a good strategy development is to build strong market position that ensures an organization to have a successful organizational performance. It is important to note that organization should have a strategic goal that achieves strong organizational performance despite of the operating internal and external environment.

1.1.4 Mobile telephony sector in Kenya

Mobile services in Kenya were launched in 1993. However, due to issues such as the high cost of handsets and high charges for the service, the number of mobile subscribers at the end of 1999 was only 20,000. The three major mobile service providers in Kenya are Safaricom, Airtel Kenya and Orange Kenya. Since 1999, the mobile telecommunication market has been growing rapidly. Safaricom and Kencell, which has gone through several ownership transfers to become Airtel Kenya, used to be the major mobile operator competitors until the government gave licenses to two other operators orange Kenya and Yu mobile. The market size continues to increase with more subscribers enlisting to enjoy the telecommunication services. The services and products offered by the mobile telecommunication companies range from voice, short text messages, mobile advertising, missed call alert, video, data and internet services.

Currently, the mobile service providers have 2G, 3G and 4G/LTE technologies rolled in different parts of the country.

Safaricom was the first operator to launch GSM-based mobile service in Kenya in 1999. Majority of its shares are owned by Vodafone Kenya at 40% while the government and Public own 35% and 25% respectively. Currently, Safaricom has over 20 Million subscribers and an estimated market share of 67%, the company has the widest modern mobile network coverage in Kenya. The second operator in Kenya's mobile market was Kencell. Kencell went through several ownership transformations .After some years of operation, it was acquired by Celtel Kenya and later became Zain Kenya and is currently owned by Bharti Airtel. Currently, Airtel Kenya has over 5 million subscribers and is the second largest mobile service provide in Kenya. YU was the third company to be awarded a license to operate mobile phone services in Kenya in 2003 under the Essar Telecom Kenya.

However, due to protracted court cases they launched their services in 2008. Yu mobile had over 2 million subscribers before their exit in the mobile market. Yu mobile have exited the market with Safaricom inheriting the network infrastructure and Airtel the customers. Orange Kenya was the last entry in the mobile market. This was a partnership of Telkom Kenya and France Telecom with the brand Orange Kenya. Orange who have over 2 million subscribers, recently announced that they were seeking for a strategic partner.

Continual research and development, technological change and innovation have led to making of cheaper transmission equipment and mobile devices due to economies of scale. Consequently, most customers are able to access mobile communication services at cheaper rates. Social media provides numerous benefits to mobile telephone service providers. Mobile telephony companies are key in offering and supporting products and services that are necessary for the development of social media.

1.2 Research Problem

Mobile telecommunication companies, like any other organizations, are constantly faced with the challenges of adapting to changing environmental conditions. For any organizations to survive, it is important to formulate, adopt and implement strategies that will make them competitive and continue to earn revenue and make profits. Creativity, innovation, as well as technological adaptations can bring possibilities for new and existing products and services. Social media as a strategic orientation and organizational performance provides an innovative technological change that when adopted can turn around the profitability of mobile companies.

Social media strategy gives an organization a well-organized platform to have conversation with customers to persuade them to buy their products and services. It can be an effective tool of aligning the company goals and objectives to the vision, mission and the strategy. With the evolving mobile technology, most customers get their information easily as they have portable devices that can run several applications that include social media. Accessing marketing and promotional information therefore

becomes easy. An effective social media strategy is important in creating conversations that build long lasting relationship and customer loyalty.

Social media is a relatively new technology, which has come about with the growth of internet based technologies. Several research studies have been undertaken in the global perspective. Smits, M. & Mogos, S.(2013) carried research on the impact of social media on business performance. The study observed that use of social media enhances business capabilities and lead to improved business process performance. Fridolf & Arnautovic,(2011), researched on social media marketing in Saab Automobile. The study showed that companies have become more open and transparent. Grützmacher (2011), studied the role of social media in corporate reputation .The study found out that the local and global level of social media services play a crucial role in reaching a target audience. Darban & LiJune (2012), carried research on the impact of online social networks on consumers' purchasing decision. The results showed that online social networks influence the consumers' purchasing decision.

Studies in Kenya have been carried out on social media, Muguko (2011), carried a study on the adoption of social media among internet marketing firms in Kenya. Internet marketing firms had fully embraced social media to manage their business functions and expected to derive associated benefits. Mutai (2012), carried out a research study on social media as a strategic communication tool by Safaricom Ltd. The study concluded that social media ensured faster and instant information dissemination of information on the product and services in Safaricom. Kibe (2013), researched on the social media as a

strategy for enhancing competitiveness among online SMEs in Nairobi County. The study concluded that SMEs who are online and use social media for their business are competitive than those not using social media. Mwangi (2014), researched on the influence of Social media marketing on brand equity at Safaricom Ltd in Kenya. It was found that social media marketing is cost effective and helps improve brand equity. These among other research works have looked at social media in different perspective.

However, these studies focused on social media and the benefits, study on social media as a strategic orientation and organizational performance within the mobile telephony sector in Kenya still remains fully unexplored. Gaps exist in studies on social media strategies on all the mobile telephony firms in Kenya. It is also important to understand if the technology has been embraced by all the mobile telephony companies, if they are tapping effectively the gains brought about by the technological shift, and if the mobile telephony firms have a social media strategy. Therefore, this research is important in understanding social media as strategic orientation and organizational performance within the whole mobile telephony sector in Kenya. The study is geared towards filling in the knowledge gap by answering the question: what is social media as a strategic orientation and organizational performance within the mobile telephony sector in Kenya.

1.3 Research Objectives

The objective of this study was to determine the influence of social media strategy and performance of mobile telephony companies in Kenya.

1.4 Value of the Study

The government is a key player in ICT policy making through the relevant ministries and authorities. The findings of this study will be useful in policy making to give deeper understanding of social media as a strategic tool that can be used in enhancing economic growth. The policy makers will be informed to effectively and efficiently regulate social media and enhance information security.

The study will be significant to the resource-based view of the firm (RBV) that draws attention to the firm's internal environment as a driver for competitive advantage and emphasizes on the resources that firms have developed to compete in the environment. It will add more information to the existing body of knowledge in terms of theory, findings, conclusions and recommendations. Researchers and academicians interested in this area and related topics can use this study as a reference point for further research. Since the resource-based view of the firm (RBV) adapts resources to the organization, the top management can adopt the findings and reconfigure their resources to strategically align the organizations to gain competitive advantage.

Mobile telephony players will immensely benefit from the study as they will understand social media as a strategic orientation within the mobile telephony and how it enhances performance. This will increase knowledge on social media and its relation to business efficiency and profitability. The findings can be replicated in other related institutions and service industries to explore social media as a strategic orientation that can increase productivity, efficiency and profitability. The findings and recommendations of the study

can be adopted by all relevant service providers and products manufacturers in crafting a concrete social media strategy.

1.5 Chapter Summary

Chapter one introduced the conceptual argument of strategy. It discussed the concept of strategy and how strategic decisions are important to an organization operating in a specific environment. It looked at the social media strategy and how it can be aligned to adapt an organization to the changing environment. The chapter also discusses organizational performance. It looks at organizational performance in both financial and non-financial aspects and how organizational performance is important in achievement of goals and objectives of a firm.

The research was on social media as a strategic orientation and organizational performance within the mobile telephony sector in Kenya, therefore the three major telephony companies in Kenya namely Safaricom Ltd, Airtel Kenya Ltd. and Orange Kenya Ltd were discussed. The research problem looked at the previous studies carried out in Kenya and some parts in the world and the existing gaps. The value of the study and research objective were also discussed.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the review of the literature on social media. The main areas covered are, social media theory, social media strategy formulation and implementation, and the challenges as well.

2.2 Theoretical basis of the study

The study is founded on three theories: resource-based theory of competitive advantage, social media theory and social media marketing theory.

2.2.1 Resource-Based Theory of Competitive advantage

Penrose (1959), argues that resources owned by firms when deployed and used by the firms, are more important than industry structure. Wernerfelt (1984), viewed the firm as a bundle of assets or resources which are attached to the firm (resource-based view). According to Barney (1991), the resources of a firm are its primary source of competitive advantage. Stiff competition, innovation and technological changes have redefined the way organizations conduct business. Organization should reconfigure its resources to gain competitive advantage and become the market leader. That way an organization evaluates its strengths and weaknesses and after the strategic move identify better opportunities to maximize its resources.

According to Wang (2014), resource-based view of the firm (RBV) draws attention to the firm's internal environment as a driver for competitive advantage and emphasizes on the resources that firms have developed to compete in the environment. Competitive advantage, according to Porter (1996), results from the firm trying to be the best by continually improving and creating value for its customers.

In the process of appraisal, the organization should identify what it can do more effectively than its competitors. After understanding the strengths and weaknesses, the organization should select the strategy that best utilizes the organization's resources to tap the available external opportunities. Social media is an important resource in terms of business systems and if well adopted and deployed can enable an organization gain competitive advantage. The resource-based view theory is key in advancing on emerging technologies and innovation like social media, to propel firms to new frontiers if the right strategy is adopted. Johnson et al. (2005), define strategic capabilities as the adequacy and sustainability of the resources and competencies of an organization for it to survive and prosper. According to Pearce & Robison (2005), firms differ in fundamental ways because each firm possesses a unique type of resources. It is important for organizations to employ and deploy its resources efficiently and effectively by developing core competencies.

2.2.2 Social media theory

According to Johnson et al.(2005), scanning the business environment both technology and market developments and spotting the opportunities for gaining advantage and

potential threats to current business and giving preference to transformational technologies is important in enabling success through technology. Kaplan & Haenlein (2010), define social media as a group of Internet-based applications that build on the ideological and technological foundations of Web 2.0, and that allow the creation and exchange of User Generated Content.

Organizations are actively leveraging the power of social networks to find new business opportunities, new groups of like-minded individuals and companies, and new sources of industry specific wisdom, advice and expertise (Wilson, 2009). Social media offer the benefits of customers and employees sharing experiences, companies being more networked and being able to absorb and employ better experienced employees, who they have actively engaged on the social media, better public relations through instant communication, sharing of information between employees, customers and top management. This translates to increased performance and service delivery, enabling efficient achievement of corporate goals and objectives. According to (Oracle, 2012) the real power of social media stems from its ability to scale through brand advocates, product enthusiasts, and market influencers who amplify messages, support products, and act as brand ambassadors.

Paridon & Carraher (2009), observe that Social media is a cost-effective method for marketing activities. It is important to note that consumers do not use the social media to help an organization but because they feel it helps the way they consume products and services. The role of the organization is to guide the users in achieving their satisfaction.

This informs the organization to tailor their products, services and information on the social media to their advantage in a way to gain traffic which can translate to customers getting hooked up to the organization. Holloman (2012), states that social technology can play a major role in business as it enables engaging with all staff in a way that every member of staff receives the same brand message at the same time .This helps the organization to demystify the brand confusion and make marketing clear to customers.

2.2.3 Social media marketing theory

Social Media Marketing focuses on people, not products (Diamond, 2008).This means that customers have the final say on how the product and services are offered. Whether the corporate promotes them with enthusiasm, what matters is the conversation of the customers. Their word for a superior product or service spreads like a wildfire which in social networking term goes viral and vice versa .In this aspect, corporates need to develop content that appeals and attract customers. Evans (2009), has noted that a big number of consumers abandon websites after three clicks opting to use social media channels instead.

Evans (2008), observes that international marketers need to recognize the power and critical nature of the conversations being held by consumers using social media. According to Levinson & Gibson (2010), social media marketing weapons can be used largely for free and very easily, in comparison with other promotional tools. This implies that social media is freely available in all internet based applications as long as you are

connected to the internet. Most applications are available for free on the internet and users access the content easily on their computers and portable smart devices.

Social Media give analytics and metrics that can aid corporate marketing strategy. The organization's social media page traffic is measured and analyzed and the data is used to inform marketing decisions. Holloman (2012), argues that every business is, in some shape or form, a social business. This supports the idea of marketing where sellers and buyers communicate to conduct business. The important aspect is that conversations have to take place so that goods and services are sold hence communication is critical. Therefore, social media supports a more flexible and efficient way of communication, that is more interactive and responsive. Kahle & Florence (2012), note that the growth of social media allows for clustering of lifestyle groups through a natural process and not entirely on coercion. Therefore, the corporate might have less control on how the groups of customers relay the message in the social media .To deal with this Wilson (2009) says that dedicated personnel should be engaged to full time management of the company presence on various social network sites, to act as a company's voice.

2.3 Conceptual framework

According to Miles & Huberman (1994), a conceptual framework is a visual or written product, which explains, either graphically or in narrative form, the main things to be studied, the key factors, concepts, or variables and the presumed relationships among them. Mugenda & Mugenda (2003), view conceptual framework as a hypothesized model

identifying the concepts under study and their relationships. Kombo & Tromp (2006), view conceptual framework as an important tool in the formulation of the research design and providing reference points for discussion, methodology and data analysis. It can thus be deduced that a conceptual framework enables a researcher to visualize and bring out the research in a way that is logical and can be interpreted. It helps the research to have coherence in the investigations carried out and be able to link them to a viable conclusion.

The variables forming the basis of the research conceptual framework for this study are; social media strategy, top corporate management support, social media investment, corporate social media awareness, management of corporate social media, maintaining customer relationships in social media, monitoring and control of conversations, continuous review of social media analytics and metrics.

2.4 Social media as a strategic orientation

When adopted by an organization, social media offers opportunities that robustly offer a competitive advantage. This can enable the organization withstand the competitive challenges of the rival firms. A good social media strategy coupled with good execution will result in good management. Thompson et al. (2012), note that a good strategy execution involves a meticulous pursuit of operating excellence. Therefore, the organization should be ready to walk the path of pursuing operational excellence. A winning social media should be a good fit that can give an organization a competitive advantage to support strong performance, profitability and sustainability. Social media as

a strategic orientation involves, alignment of social media strategy, enlistment of top corporate management support, supporting of social media investment and creating of corporate social media awareness. It is also important to hire experienced personnel to manage corporate social media, maintain customer relationships, monitor and control conversations and continuous review of social media analytics and metrics. Cooper (2013), notes that social media use cuts across all age groups. This makes social media a powerful communications tool with great benefits.

Social media gives an organization a competitive advantage by influencing customers (Diamond, 2008). The engaged customers can interact with the firm and provide crucial information that can inform decision makers on the way to strategically conduct business. After analyzing the data from the social media pages, the firm can be able to manage brand reputation. A better brand reputation results in customer acceptance, satisfaction and retention. This can result in increased customer base and market due to better understanding of customer needs. Social media forms a valuable communication and marketing tool that is cost effective (Levinson & Gibson, 2010). It is also a very effective recruitment tool and the firm can benefit by bringing in the best employees at minimal cost hence reducing the human resources budget. The recruited employees can ensure that the firm's performance is enhanced. These benefits can influence the performance and the profitability of a firm.

2.5 Social media strategy formulation and implementation

According to Pearce & Robinson (2005), for a firm to grow, it has to be profitable and sustainable. This, however, should be a long term focus that considers the emerging business opportunities to stir growth of the organization. In developing social media strategy, it is important to have top management support, who buy into the idea and are ready to walk a mile further and give financial and managerial support. According to Johnson et al. (2005), resource allocation routines are part of strategy development in organizations. The most important part is to allocate resource that can create and support a dedicated team that professionally engages in the conversations. Maintaining customer relationships in social media involves the use of expertise and well-tailored messages that appeal to the customers. Continuous review of social media analytics and metrics ensures that the traffic into the corporate social media is closely monitored and build.

According to Thompson et al. (2012), good strategy needs meticulous implementation for good management. A good implementation of strategy needs evaluation, controlling and monitoring to ensure that any deviations from the intended goal are corrected and the best practices employed to achieve the organizational goals (Kaplan & Norton, 1996). This could involve mobilization of resources, restructuring, changing of organization culture, adopting new technologies and changing of systems and processes. Support systems enable an organization to achieve its core business.

Information and Communications technology is one of the key support systems enabling the use of business applications like the social media platforms. Investment in technology and expertise should be among the key developments to enable effective social media implementation. Management should focus on formulating policies that encourage proper management of information security, customer service standards, privacy, confidence in the source, fraud in cyberspace. Social media strategy formulation and implementation should be SMART. Organizations should adopt specific social media objectives. Organization should decide which social media platforms are best suited for their operations. Reaching the masses is tilting toward video content on the internet. Social media objectives should be listed and the timelines formulated.

The organization should be able to measure the success of social media and relate this to the performance of the organization. Social media metrics could be adopted to understand the success of social media and its influence on company performance. Social marketing goals and objectives should be attainable. The amount of time allocated to social media should be increased so that the organization understands user needs and social network user trends. Organizations should strive to remain relevant to the information and communications technology trends and choose the right strategies to take advantages of the already changing technological trends.

2.6 Implementation challenges of social media strategy

According to Wambugu (2006), many organizations design excellent strategies but fail at implementation. Social media strategy implementation could be faced with challenges. This could be multifaceted and need to be addressed carefully to give the desired results. Adoption of social media could compromise on information security, customer service standards, customer and corporate privacy, confidentiality of the organization and customers. Organization should invest in the best practices to mitigate on these elements that could affect customer confidence on their operations. Employees could decide not to comply with the laid down policies and strategies in the adoption of social media. This could slow down the phase of adoption and can cause losses in terms of the budgets allocated to the implementation of the social media. Changing web based technologies and globalization could cause the government to adopt regulation some of which could slow down on the adoption of social media. Some of these regulations could be enforced to tame the challenges of information security and in a way could be detrimental to the adoption and implementation of social media.

Management support is critical in adoption and implementation of social media. Support from top management in most organizations falls below expectations (Lyles, 1992). Management could fail to see the urgency and importance of social media. This could also be attributed to the limited resources necessitating deferment of social media budget to a later date. This could cause a delay which could be costly in terms of early adoption of an emerging opportunity which would have otherwise put the organization in a competitive advantage position. Deployment of social media strategy with inexperienced

social media personnel could be disastrous resulting in permanent or long term tainting of the organization's reputation. This could compromise on the customer brand confidence and trust.

According to Maslow (1970), a satisfaction of one need opens a room for the satisfaction of another need. Customer needs keep shifting and what their needs are today could be different in the future and this could be a challenge to manage if the wrong customer information is gathered. The speed in which the web based technologies are changing could leave an organization in the archaic social media platforms. This could leave the organization grappling with obsolete strategies and social media.

2.7 Chapter Summary

Chapter two discussed the theoretical foundation of strategy. The study was founded on three theories: resource-based theory of competitive advantage, social media theory and social media marketing theory. The chapter looked at the literature review on social media with main areas covered being, social media theory, social media strategy formulation, implementation, and the challenges. The chapter also looked at the resources owned by a firm and how they can be deployed competitively using the strategy theories.

CHAPTER THREE:RESEARCH METHODOLOGY

3.1 Introduction

Research Methodology involves collection, measurement and analysis of data. It includes research design, data collection and data analysis. These are the stages that were involved in carrying out the study.

3.2 Research design

The study used descriptive survey. This was conducted through a survey involving all players in the mobile sector. It was, therefore, a census study of the mobile telephony firms involved in social media namely Safaricom Ltd., Airtel Ltd. and Orange Kenya Ltd. The census was useful in gaining an in-depth understanding of social media as a strategic orientation and organizational performance within the mobile telephony sector in Kenya. A sample study of each mobile telephony company was carried to interrelate with the other mobile sector.

A study of each specific mobile telephony company was carried out to understand the social media trends in the company. The survey gave a wide audience and a qualitative way of collecting data, analyzing information, and reporting the results. The research design gave guidance on getting an in-depth understanding of how social media could be used as a strategic orientation and organizational performance within the mobile telephony sector in Kenya.

3.3 Data collection

Primary data was collected from the targeted respondents through structured questionnaires. The questionnaires were sent to top managers, middle level managers and officers in strategy and business development ,marketing ,finance, information and communication technology and customer care departments due to their direct involvement in the business decisions that drive growth and performance of the organization. Thirty (30) questionnaires were sent to the three mobile telephony companies. Fifteen (15) questionnaires were sent to Safaricom Ltd., ten (10) questionnaires were sent to Airtel Ltd. and five (5) questionnaires were sent to Orange Kenya.

A questionnaire had the advantage of engaging a wider audience, was relatively inexpensive, was practical, and the results were quickly and easily quantified. Section one comprised of general information while section two aimed to establish social media implementation strategy in the three mobile telephony companies. Section three of the questionnaire collected data on social media strategy implementation benefits. Section four of the questionnaire captured data on implementation challenges of social media strategy. Section five of the questionnaire captured data on strategies to overcome the challenges encountered during social media strategy implementation. Data on the organization performance was also included in the data collection.

3.4 Data analysis

Primary data from the organization was reviewed, categorized, ordered, manipulated and summarized to get meaningful information was used to answer the research question. Secondary data was reviewed and edited to match the research question. The data was computerized using Microsoft-word, Microsoft-Excel and Statistical Package for the Social Sciences (SPSS) computer applications for ease of categorization, sorting and data analysis.

The primary data was qualitative in nature, therefore, content analysis was used to analyze the data. The process breaks down data and presents it in a way that can be understood and inform the research. According to Nachamias (1996), content analysis is a technique for making inferences by systematically and objectively identifying specified characteristics of messages and using the same to relate trends. From the analysis, findings to confirm theories and important research linkages and relationships were examined.

Descriptive statistics was used to describe the response. Descriptive statistics gave trends which when interpreted gave patterns in the qualitative data. According to Bogdan & Biklen (2003), qualitative data analysis involves working with the data, organizing them, breaking them into manageable units, coding them, synthesizing them, and searching for patterns. Newman & Benz (1998) observed that qualitative research involved studying of things in their natural settings attempting to make sense of, or interpret, phenomena in terms of meanings people bring to them. Creswell (2003) further noted that the researcher

collects open-ended, emerging data with the primary intent of developing themes from the data. Nyororo (2006) observed that qualitative method could be used to uncover and understand what lies behind the phenomena under study. Data was depicted by use of tables.

3.5 Chapter Summary

Chapter three discussed research methodology. This included research design, data collection and data analysis. The study used descriptive survey. This was conducted through a survey involving all players in the mobile sector. The firms were Safaricom Ltd., Airtel Ltd. and Orange Kenya Ltd. Primary data was collected from the targeted respondents through structured questionnaires. A questionnaire had the advantage of engaging a wider audience, was relatively inexpensive, was practical, and the results were quickly and easily quantified. Descriptive statistics was used to describe the response. Descriptive statistics gave trends which when interpreted gave patterns in the qualitative data. Data was depicted by use of tables.

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter discusses the interpretation and presentation of the findings obtained from the field. The chapter presents the background information of the respondents, findings of the analysis based on the objectives of the study that included the influence of social media strategy and performance of mobile telephony companies in Kenya.

4.1.1 Response Rate

The figure below represents the response rate of the respondents from the three companies Safaricom, Airtel and orange.

Table 4.1: Response Rate

Respondents	Frequency	Percentage
Response	22	73.3
Non Response	8	26.7
Total	30	100.0

From the table above, it is clear that the study targeted a sample size of 30 respondents from which 22 filled in and returned the questionnaires making a response rate of 73.3%. This response rate was satisfactory to make conclusions on the influence of social media strategy and performance of mobile telephony companies in Kenya.

According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent. Based on the assertion, the response rate was considered to excellent.

4.2 Demographic Information

4.2.1 Level of Education of the Respondents

The table below represents the education level of the respondents from the three companies.

Table 4.2: Level of Education of the Respondents

Education Level	Frequency	Percentage
PhD	0	0
Masters	4	18.2
Degree	18	81.8
Diploma	0	0
Certificate	0	0
Total	22	100.0

From the table above on the academic qualification of the respondents, the study requested the respondents to indicate their academic qualification. From the findings, the study found that 18.2% of respondents indicated that they had master degrees and 81.8% of respondents were degrees holders. This is an indication that most respondents were educated and could give credible information. Kombo & Tromp (2006) indicates that respondent level of indication determines the credibility of information they give to the study.

4.2.2 Respondents Designation

The table below represents the respondents positions in the three companies used in the study, the study requested the respondents to indicate their position in the organization.

Table 4.3: Respondents Designation

Respondents Designation	Frequency	Percentage
Customer support	14	63.6
Sales executives	5	22.7
Engineers	3	13.6
Total	22	100.0

The study found that most of the respondents as shown by 63.6% indicated that they were in the customer support department, 22.7% indicated they were sales executives and whereas 13.6% of the respondents indicated they were in the technical departments. This is an indication that all the respondents were involved in the study. Kombo & Tromp (2006) indicates that all the respondents in various positions should be involved in the study.

4.2.3 Age of the Respondents

The table below represents the age of the respondents, the study requested the respondents to indicate their age category.

Table 4.4: Age of the Respondents

Age of the Respondents	Frequency	Percentage
18-25	0	0.0
26-30	14	63.6
31-35	4	18.2
36-40	3	13.6
Over 40	1	4.6
Total	22	100.0

From the findings, it is clear that most of the respondents, as shown by 63.6%, indicated that they were aged between 26 to 30 years, 18.2% of the respondents indicated they were aged between 31 to 35 years, 13.6% of the respondents indicated they were aged between 36 to 40 years, 4.6% of the respondents indicated they were aged over 40 years whereas none of the respondents indicated they were aged between 18 to 25 years. According to Kothari (2006), there is need to represent all age in the study to have the view of all generations at work Place.

4.2.4 Period of Holding the Position in the Organization

The table below represents the period the respondents have held the position in the organization, the study requested the respondents to indicate their period of holding the position.

Table 4.5 Period of Holding the Position in the Organization

Response	Frequency	Percentage
0-5 years	9	40.9
6-10 years	13	59.1
11-15 years	0	0.0
Over 16 years	0	0.0
Total	22	100.0

From the findings, it is clear that most of the respondents as shown by 59.1% had held the position for 6-10 years, 40.9% of the respondents indicated they had held the position for 5 years and below and none had held for over 10 years. Nzuve (1999), found out that respondent period of service in an organization is necessary for one to have better understanding of the organization.

4.3 Implementation of Social Media Strategy

From the findings on factors on implementation of social media strategy, the study revealed that the respondents strongly agreed most organizations have optimized social media for mobile phone users as shown by a mean of 4.45. The organizations understand how to translate the social media metrics to business indicators and had adopted Facebook as social media platform as shown by a mean of 4.27. The study also revealed that the organizations have been on social media for more than 3 years and the best engaged customers in social media become loyal to company services and products as shown by a mean 4.14. The study also revealed that customers engaged by use of social media are satisfied as shown by a mean of 4.09.

The study also revealed that organization's social media marketing is effective as shown by a mean of 3.95, organizations are able to measure the return on social media investment as shown by a mean of 3.91 and the organizations social media strategy supports outsourcing of social media as shown by a mean of 3.86. Organizations have integrated social media marketing with traditional marketing activities and have social media management tools as shown by a mean of 3.82. The study also indicated that, there is a social media strategy in the organization as shown by a mean of 3.68. The study further revealed organization spends between 3 and 6 hours per week on social media marketing as shown by a mean of 3.73 and that organizations have personnel who manage social media and organization uses Instagram as social media platform as shown by a mean of 3.59.

The respondents were not sure whether there was a budget allocated for development of social media and whether organization uses Pinterest as social media platform as shown by a mean of 3.45. The respondents were also not sure whether organizations uses Google+ as social media platform and whether the organizations spends more than 6 hours per week on social media marketing as shown by a mean of 3.23 and whether organization spends less than 1 hour per week on social media marketing as shown by a mean of 2.77. Also they were not sure whether organization uses Twitter as social media platform and whether organization have been on social media for less than last 3 years as shown by a mean of 2.55.

The respondents disagreed that organization spends between 1 and 2 hours per week on social media marketing as shown by a mean of 2.45 and organizations uses WhatsApp as

social media platform as shown by a mean of 2.41. They also disagreed that organization uses LinkedIn as social media platform as shown by a mean of 2.32 and disagreed further with the statement that organization don't have a social media strategy as shown by a mean of 2.09.

Table 4.6: Implementation of Social Media Strategy

Social media strategy implementation	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	SD
	1	2	3	4	5		
My organization does not have a social media strategy.	16	0	0	0	6	2.09	0.32
There is a social media strategy in my organization.	2	4	0	9	7	3.68	0.17
There is a budget allocated for development of social media.	2	3	5	7	5	3.45	0.09
There is personnel who manage social media.	1	5	2	8	6	3.59	0.13
My organization social media strategy supports outsourcing of social media.	1	3	1	10	7	3.86	0.18
My organization has integrated social media marketing with traditional marketing activities.	2	3	1	7	9	3.82	0.16
My organization uses Facebook as social media platform	0	0	5	6	11	4.27	0.21
My organization uses Twitter as social media platform	4	6	7	3	2	2.68	0.09
My organization uses Google+ as social media platform	2	3	8	6	3	3.23	0.11
My organization uses LinkedIn as social media platform	6	4	11	1	0	2.32	0.20
My organization uses Pinterest as social media platform	1	1	10	7	3	3.45	0.18

Table 4.6: Implementation of Social Media Strategy

Social media strategy implementation	Strongly Disagree	Disagree	Not sure	Agree	Strongly Agree	Mean	SD
	1	2	3	4	5		
My organization uses Instagram as social media platform	1	4	3	9	5	3.59	0.13
My organization uses WhatsApp as social media platform	6	2	13	1	0	2.41	0.24
My organization spends Less than 1 hour per week on social media marketing	6	1	9	4	2	2.77	0.15
My organization spends between 1 and 2 hours per week on social media marketing.	7	2	10	2	1	2.45	0.18
My organization spends between 3 and 6 hours per week on social media marketing.	1	1	9	3	8	3.73	0.17
My organization spends more than 6 hours per week on social media marketing	7	0	5	1	9	3.23	0.17
My organization has been on social media for less than last 3 years.	9	1	7	1	4	2.55	0.16
My organization has been on social media for more than 3 years.	0	1	3	10	8	4.14	0.20
My organization has optimized social media for mobile phone users.	0	0	2	8	12	4.45	0.24
The best engaged audience in social media become loyal to company services and products.	0	1	7	2	12	4.14	0.23
We have social media management tools.	1	4	2	6	9	3.82	0.15
We are able to measure the return on our social media investment.	0	3	4	7	8	3.91	0.15
We understand how to translate the social media metrics to business indicators.	0	2	1	8	11	4.27	0.22
My organization's social media marketing is effective.	0	4	2	7	9	3.95	0.17
Our customers engaged using social media are satisfied.	1	1	3	7	10	4.09	0.18

4.4 Social Media Strategy Implementation Benefit

From the findings on Social media strategy implementation benefit, the study revealed that the respondents agreed that the company uses social media for customer care as shown by a mean of 4.18 and the company uses social media to market its products and services as shown by a mean of 4.05. The respondents also agreed that organizations benefits from generated leads as shown by a mean of 3.95, increased exposure as shown by a mean of 3.91, there is growth of business partnerships as shown by a mean of 3.82. Respondents also agreed social media has provided marketplace insight as shown by a mean of 3.77. Respondents also agreed social media is important for the organizations and social media has improved sales as represented by a mean of 3.68.

The respondents were not sure whether social media has increased traffic and whether it has increased brand loyalty as shown by a mean of 3.45. The respondents were also not sure whether social media has improved search rankings as shown by a mean of 3.32, whether social media has increased loyalty as shown by a mean of 3.09 and whether it has reduced marketing expenses as 2.91.

Table 4.7: Social Media Strategy Implementation Benefit

Social media strategy implementation	Strongly	Disagree	Disagree	Not sure	Agree	Strongly	Mean	SD
	1	2	3	4	5			
My company uses social media to market its products and services.	0	1	4	10	7		4.05	0.19
My company uses social media to for customer care support?	0	0	5	8	9		4.18	0.19
Social media is important for my company	2	4	0	9	7		3.68	0.17
Improved sales	1	5	2	6	8		3.68	0.13
Increased exposure	1	3	1	9	8		3.91	0.17
Grew business partnerships	2	3	1	7	9		3.82	0.16
Generated leads	0	2	3	6	10		3.95	0.18
Reduced marketing expenses	4	6	5	2	5		2.91	0.07
Improved search rankings	2	3	7	6	4		3.32	0.09
Increased traffic	3	2	6	4	7		3.45	0.09
Provided marketplace insight	1	1	6	8	6		3.77	0.15
Increased brand loyalty	2	4	5	4	7		3.45	0.08
Loyal fans.	5	2	5	6	4		3.09	0.07

4.5 Challenges Facing Implementation of Social Media Strategy

From the findings on challenges facing implementation of social media strategy, the study revealed that the respondents moderately agreed that lack of well scripted policies, procedures and guidelines as shown by a mean of 2.73 and lack of management support and commitment as shown by a mean of 2.59 were challenges facing implementation of social media strategy. The respondents also agreed to a small extent that inadequate skills

in social media strategies were among the challenges facing implementation of social media strategy as shown by a mean of 2.45, resistance to change was a challenge as shown by a mean of 2.36, as well as fast phase of changing technology as shown by a mean of 2.32.

The respondents also agreed to a small extent that unexperienced personnel was a challenge as shown by a mean of 2.27, and that lack of clear strategy was a challenge as shown by a mean of 2.18. The respondents also agreed to a small extent that fear of information security was a challenge as shown by a mean of 2.05.

Table 4.8: Challenges Facing Implementation of Social Media Strategy

Social media strategy implementation	No extent	Small extent	Moderate	Large Extent	Very Large	extent Mean	SD
	1	2	3	4	5		
Lack of clear strategy	9	4	5	4	0	2.18	0.15
Lack of clear communication strategies	8	3	6	3	0	2	0.14
Lack of management support and commitment	8	4	2	5	3	2.59	0.10
Lack of well-scripted policies, procedures and guidelines.	7	4	2	6	3	2.73	0.09
Fast phase of changing technology	7	5	7	2	1	2.32	0.13
Fear of information security.	9	6	4	3	0	2.05	0.15
Limited resources	7	5	4	2	1	1.91	0.11
Inadequate skill in social media strategies	7	6	3	4	2	2.45	0.09
Resistance to change	8	5	3	5	1	2.36	0.12
Unexperienced personnel	9	5	1	7	0	2.27	0.17

4.6 Strategies to overcome the challenges of Social Media Strategy

Implementation

From the findings on strategies to overcome the challenges faced during implementation of social media strategy, the study found that the respondents agreed to a large extent that provision of lessons on the benefits of social was a strategy used as shown by a mean of 3.86, obtaining top management support and understanding the organization strategy as shown by a mean of 3.64. The study also found that the respondents agreed to a large

extent that encouraging information exchange among employees was a strategy as found by a mean of 3.59.

The respondents agreed to a moderate extent that identification of employee training needs was a strategy as shown by a mean of 3.45, establishment of a clear ICT security policy as shown by a mean of 3.41 and recruitment of social media specialists was a strategy as shown by a mean of 3.09.

Table 4.9: Strategies to overcome the challenges faced during implementation of Social Media Strategy

Social media strategy implementation	No extent	Small extent	Moderate	Large Extent	Very Large extent	Mean	SD
	1	2	3	4	5		
Establishment of a clear ICT Security Policy	2	3	4	10	3	3.41	0.15
Identification of employee training needs	1	2	4	11	3	3.45	0.18
Obtaining top management support	1	2	5	10	4	3.64	0.16
Provision of lessons on the benefits of Social media to management and other employees	1	1	3	12	5	3.86	0.21
Encouraging information exchange among employees	2	3	2	10	5	3.59	0.15
Thorough recruitment of social media specialists	1	2	4	9	3	3.09	0.14
Understanding the organization strategy	2	2	3	10	5	3.64	0.15

4.7 Organizational performance due to implementation of Social Media Strategy

From the findings on organizational performance due to implementation of social media strategy, the study found that respondents moderately agreed that employees in marketing department were meeting targets as shown by a mean of 3.45, the speed of dealing with customer complaints was higher, organizations attracted new customers through social media and reputation of our company in eyes of the customers had improved as shown by a mean of 3.36. Social media had improved the organizational performance and organizations maintained existing clients by use of social media as shown by a mean of 3.32.

Respondents moderately agreed that social media had improved employees productivity as shown by 3.27. Return on assets (ROA, %) in the companies was well above the industry average, organizations had achieved a bigger market share and social media had encouraged information exchange among employees as shown by a mean of 3.23. The respondents finally moderately agreed that the organizations had achieved financial success due to social media as shown by a mean of 2.95.

Table 4.10: Organizational performance due to implementation of Social Media Strategy

Social media strategy implementation	No extent	Small extent	Moderate	extent Large Extent	Very Large	extent	Mean	SD
	1	2	3	4	5			
We have achieved financial success due to social media	1	4	13	3	1		2.95	0.23
Return on assets (ROA, %) in our company is well above the industry	0	5	9	6	2		3.23	0.16
We have achieved a bigger market	3	4	4	7	4		3.23	0.07
Employees in marketing department are meeting targets.	0	1	12	7	2		3.45	0.23
Social media has improved our organizational performance.	1	4	7	7	3		3.32	0.12
Social media has encouraged information exchange among	2	4	7	5	4		3.23	0.08
Social media has improved employees	2	4	6	6	4		3.27	0.08
The Speed of dealing with customer complaints is higher	2	3	6	7	4		3.36	0.09
We maintain existing clients by use of	3	4	6	6	4		3.32	0.06
We attract new customers through	2	3	7	5	5		3.36	0.09
Reputation of our company in eyes of the customers has improved.	2	2	8	6	4		3.36	0.12

4.8 Discussions of Findings

The study response rate was satisfactory to make conclusions on the influence of social media strategy and performance of mobile telephony companies in Kenya. From the findings, it is clear that most of the respondents as shown by 59.1% had held the current position for 6-10 years and 40.9% of the respondents had held the position for 5 years this reflects the existence of the mobile telephony industry. The study through data analysis found that the organizations have optimized social media for their customers by a mean of a mean of 4.45 and they understand how to translate the social media metrics to business indicators by a mean of 4.27.

Social medial strategy implementation benefits the organizations through enhanced and effective customer care by a mean of 4.18 and marketing of its products and services by a mean of 4.05. Lack of well-scripted policies, procedures and guidelines are major challenges in the implementation of social media strategy by a mean of 2.73. The study also through data analysis found that provision of lessons on the benefits of social media by a mean of 3.86, obtaining top management support by a mean of 3.64, understanding the organization strategy by a mean of 3.64 and encouraging information exchange by a mean of 3.59 are important strategies to enhance use of social media. Through data analysis, organizational performance had improved in the organizations as indicated by a mean of 3.32.

4.9 Chapter Summary

Chapter four discussed the interpretation and presentation of the findings obtained from the field. The chapter presented the background information of the respondents, findings of the analysis based on the objectives of the study that included the influence of social media strategy and performance of mobile telephony companies in Kenya. The findings were depicted in tables and represented in percentages, mean, standard deviation and frequency distributions. The study targeted a sample size of 30 respondents from which 22 filled in and returned the questionnaires making a response rate of 73.3%. This was satisfactory to make conclusions on social media as a strategic orientation and organizational performance within the mobile telephony sector in Kenya.

The respondents strongly agreed that the organizations had optimized social media for mobile phone users represented by a mean of 4.45. The organizations were able to translate the social media metrics to business indicators represented by a mean of 4.27. The study also revealed that the best engaged audience in social media became loyal to company services and products represented by a mean 4.14. The study revealed that the respondents agreed that the firms used social media for customer care represented by a mean of 4.18 and the firms used social media to market their products and services represented by a mean of 4.05. The respondents also agreed that organizations benefited from generated leads as represented by a mean of 3.95, increased exposure represented by a mean of 3.91, and growth of business partnerships represented by a mean of 3.82. Social media has improved the organizational performance and organizations maintained existing clients by use of social media represented by a mean of 3.32.

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made.

5.2 Summary of Findings

The respondents strongly agreed that the organizations had optimized social media for mobile phone users represented by a mean of 4.45. The organizations were able to translate the social media metrics to business indicators and the organization had adopted Facebook as social media platform represented by a mean of 4.27. The study also revealed that the best engaged audience in social media became loyal to company services and products represented by a mean 4.14. The respondents were also not sure whether the organizations used Google+ as social media platform, whether the organizations spent more than 6 hours per week on social media marketing as shown by a mean of 3.23 and whether the organizations spent less than 1 hour per week on social media marketing represented by a mean of 2.77. The respondents disagreed that organization spends between 1 and 2 hours per week on social media marketing as represented a mean of 2.45 and organizations uses WhatsApp as social media platform as represented by a mean of 2.41.

From the findings on social media strategy implementation benefit, the study revealed that the respondents agreed that the firms used social media for customer care represented by a mean of 4.18 and the firms used social media to market their products and services represented by a mean of 4.05. The respondents also agreed that organizations benefited from generated leads as represented by a mean of 3.95, increased exposure represented by a mean of 3.91, and growth of business partnerships represented by a mean of 3.82. The respondents were not sure whether social media had increased customer traffic and whether it had increased brand loyalty as represented a mean of 3.45.

From the findings on challenges facing implementation of social media strategy, the study revealed that the respondents moderately agreed that lack of well-scripted policies, procedures and guidelines were challenges faced during implementation of social media strategy represented by a mean of 2.73 as well as lack of management support and commitment represented by a mean of 2.59. The respondents agreed to a small extent that other challenges faced during implementation of social media strategy were, inadequate skills in social media strategies represented by a mean of 2.45, resistance to change represented by a mean of 2.36, and fast phase of changing technology represented by a mean of 2.32. The respondents also agreed to a small extent that unexperienced personnel represented by a mean of 2.27, and that lack of clear strategy represented by a mean of 2.18 were also challenges faced during the implementation of strategy.

On strategies to overcome the challenges faced during implementation of social media strategy, the study found that the respondents agreed largely that provision of lessons on the benefits of social was a strategy used represented by a mean of 3.86, as well as obtaining top management support and understanding the organization strategy as shown by a mean of 3.64. The study also found that the respondents agreed largely that encouraging information exchange among employees was a strategy represented by a mean of 3.59. The respondents agreed to a moderate extent that identification of employee training needs was a strategy represented by a mean of 3.45, establishment of a clear ICT security policy represented by a mean of 3.41 and recruitment of social media specialists was a strategy represented by a mean of 3.09.

On organizational performance due to implementation of social media strategy, the study found that respondents moderately agreed that employees in marketing department were meeting targets as represented by a mean of 3.45, the speed of dealing with customer complaints was higher, organizations attracted new customers through social media and reputation of the firms in eyes of the customers had improved ,represented by a mean of 3.36. Social media has improved the organizational performance and organizations maintain existing clients by use of social media represented by a mean of 3.32.

Respondents moderately agreed that social media had improved employees productivity represented by 3.27. Return on assets (ROA, %) in the companies was well above the industry average, organizations had achieved a bigger market share and social media had encouraged information exchange among employees represented by a mean of 3.23.

5.3 Conclusions

The study concludes that organizations have optimized social media for customers, the organizations understand how to translate the social media metrics to business indicators, organizations have adopted Facebook as social media platform and that customers engaged by use social media are satisfied. The study also concludes that social media strategy implementation benefits the organizations through customer care support, attraction of new and maintaining of existing customers, and marketing of its products and services. The organizations have also benefited from increased exposure and there is growth of business partnerships. On the challenges facing implementation of social media strategy, the study concludes that lack of well-scripted policies, procedures and guidelines are major challenges. Lack of management support and commitment, inadequate skills in social media strategies, resistance to change, fast phase of changing technology, lack of clear strategy, fear of information security, lack of clear communication strategies and limited resources were also challenges though not major.

The study concludes that educating employees on the benefits of social, obtaining top management support, understanding the organization strategy and encouraging information exchange are important strategies to enhance use of social media. The study finally concludes that organizational performance has improved in marketing department as targets are met, the speed of dealing with customer complaints is higher, organizations attract new customers through social media and reputation of the firms in eyes of the customers had improved. Social media has also improved employees productivity. Return

On Assets (ROA, %) has improved and organizations have achieved a bigger market share as a result of social media.

5.4 Recommendations

From the findings, the study recommends that the three mobile companies should educate employees on the benefits of social media to enhance employee acceptance and adoption of the technology. Greater adoption and use of social media in the organizations will enable the firms reap fully the benefits that exist from social media.

The organizations should invest in strategy formulation, implementation, monitoring and evaluation to ensure that they effectively operationalize social media strategy. This will give the firms an opportunity to strengthen their technological asset and gain competitive advantage in marketing of their products and services. The management should support various ICT policies and provide both technical and financial support which will enhance use and implementation of social media.

5.5 Areas for Further Studies

The study sought to determine the influence of social media as a strategic orientation and organizational performance within the mobile telephony companies in Kenya. Further Studies can be done on the influence of social media as a strategic orientation and organizational performance of other companies in Kenya apart from those in the telecommunication sector and so as to compare and generalize the results.

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APPENDICES

Appendix I: Questionnaire for Social media as strategic orientation and organizational performance within the mobile telephony sector in Kenya

SECTION I: General Information

1. What is your highest level of education :

PhD []

Masters []

Degree []

Diploma []

Certificate []

2. Please indicate your current job designation _____

3. What is your age bracket:

18-25 []

26-30 []

31-35 []

36-40 []

Over 40 []

4. For how long have you held your position:

0-5 []

6-10 []

11-15 []

Over 16 []

Section II: Implementation of Social Media strategy

The following strategies have been implemented in your organization? Please tick appropriately.

Social media strategy implementation	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
	5	4	3	2	1
My organization does not have a social media strategy.					
There is a social media strategy in my organization.					
There is a budget allocated for development of social media.					
There is a personnel who manage social media.					
My organization social media strategy supports outsourcing of social media.					
My organization has integrated social media marketing with traditional marketing activities.					
My organization uses Facebook as social media					
My organization uses Twitter as social media platform					
My organization uses Google+ as social media platform					
My organization uses LinkedIn as social media platform					
My organization uses Pinterest as social media platform					
My organization uses Instagram as social media platform					
My organization uses WhatsApp as social media platform					
My organization spends Less than 1 hour per week on social media marketing					
My organization spends between 1 and 2 hours per week on social media marketing.					

My organization spends between 3 and 6 hours per week on social media marketing.					
My organization spends more than 6 hours per week on social media marketing					
My organization has been on social media for less than last 3 years.					
My organization has been on social media for more than 3 years.					
My organization has optimized social media for mobile phone users.					
The best engaged audience in social media become loyal to company services and products.					
We have social media management tools.					
We are able to measure the return on our social media investment.					
We understand how to translate the social media metrics to business indicators.					
My organization's social media marketing is effective.					
Our customers engaged using social media are satisfied.					

Section III: Social media strategy implementation benefits

The following are possible benefits that your organization is likely to gain in social media strategy implementation. To what extent do you agree? Please tick appropriately.

Social media strategy implementation benefits	Strongly agree	Agree	Not sure	Disagree	Strongly Disagree
	5	4	3	2	1
My company uses social media to market its products and services.					
My company uses social media to for customer care support?					
Social media is important for my company?					
The following are the benefits my organizations gets from social media marketing.	5	4	3	2	1
Improved sales.					
Increased exposure.					
Grew business partnerships.					
Generated leads.					
Reduced marketing expenses.					
Improved search rankings.					
Increased traffic.					
Provided marketplace insight.					
Increased brand loyalty.					
Loyal fans.					
Others specify.					

Section IV: Challenges facing implementation Social Media Strategy

The following are possible challenges that your organization is likely to face in social media strategy implementation. To what extent do you agree? Please tick appropriately.

Social media implementation Challenges	No extent	Small extent	Moderate extent	Large Extent	Very Large extent
	1	2	3	4	5
Lack of clear strategy.					
Lack of clear communication strategies.					
Lack of management support and commitment.					
Lack of well scripted policies, procedures and guidelines.					
Fast phase of changing technology.					
Fear of information security.					
Limited resources.					
Inadequate skill in social media strategies.					
Resistance to change.					
Unexperienced personnel.					
Others specify.					

Section V: Strategies to overcome the challenges faced during implementation of Social Media Strategy

To what extent can each of these strategies be used to overcome the challenges faced during implementation of social media strategy in your organization? Please tick appropriately.

Strategies to overcome the challenges faced during implementation of Social Media Strategy	No extent	Small extent	Moderate extent	Large Extent	Very Large extent
	1	2	3	4	5
Establishment of a clear ICT Security Policy.					
Identification of employee training needs.					
Obtaining top management support.					
Provision of lessons on the benefits of Social media to management and other employees.					
Encouraging information exchange among employees.					
Thorough recruitment of social media specialists.					
Understanding the organization strategy.					
Others specify.					

|Section VI: Organizational performance due to implementation of Social Media Strategy

To what extent has the organizational performance in the organization improved due to use of social media? Please tick appropriately.

Organizational performance due implementation of Social Media Strategy	No extent	Small extent	Moderate extent	Large Extent	Very Large extent
	1	2	3	4	5
We have achieved financial success due to social media					
Return on assets (ROA, %) in our company is well above the industry average.					
We have achieved a bigger market share					
Employees in marketing department are meeting targets.					
Social media has improved our organizational performance.					
Social media has encouraged information exchange among employees.					
Social media has improved employees productivity.					
The Speed of dealing with customer complaints is higher					
We maintain existing clients by use of social media.					
We attract new customers through social media.					
Reputation of our company in eyes of the customers has improved.					
Others specify.					

Your time is highly valued. Thank you.

Appendix II: Mobile Telephony Companies in Kenya

No	Name of Company	Network Coverage
1	Safaricom Ltd.	Countrywide
2	Airtel Ltd.	Countrywide
3	Orange Kenya Ltd.	Countrywide

Source: Communications Authority of Kenya (2015)