

**THE EFFECT OF ADOPTION OF ELECTRONIC MARKETING  
PRACTICES ON ORGANIZATIONAL PERFORMANCE OF THE  
MOBILE TELEPHONY COMPANIES IN KENYA**

**WANJIRU KIRIRO**

**A RESEARCH PROJECT SUBMITTED IN PARTIAL  
FULFILMENT OF THE REQUIREMENTS FOR AN AWARD OF  
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,  
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

**2015**

## DECLARATION

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

Signature: .....

Date: .....

**WANJIRU KIRO**

**REG: D61/71154/2008**

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

Signature: .....

Date: .....

**PROFESSOR KIBERA**

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## **ABBREVIATIONS AND ACRONYMS**

<b>CAK</b>	Communications Authority of Kenya
<b>CCK</b>	Communications Commission of Kenya
<b>GSM</b>	Global System for Mobile Communication
<b>IT</b>	Information Technology
<b>MMS</b>	Multimedia Messaging
<b>PDA's</b>	Personal Digital Assistants
<b>PPC</b>	Pay per Click Marketing
<b>RSS</b>	Real Simple Syndication
<b>SEM</b>	Search Engine Marketing
<b>SEO</b>	Search Engines Optimization
<b>SMS</b>	Short Messaging System
<b>SPSS</b>	Statistical Package for Social Sciences
<b>TV</b>	Television
<b>USSD</b>	Unstructured Supplementary Service Data

## **ABSTRACT**

Electronic marketing platforms give companies an opportunity to access millions of consumers. Companies in Kenya are aware of the potential of E-marketing and are beginning to explore the different platforms available in the market. The objective of this study was to establish the effect of adoption of electronic marketing practices on organizational performance of mobile telephone companies in Kenya.

This study was cross-sectional in nature and included all three mobile telephone companies in Kenya; Safaricom Limited (Safaricom), Airtel Kenya Limited (Airtel), and Orange Telkom Kenya Limited (Orange). A total of 90 individuals were targeted across the consumer business, marketing and customer service departments in the three companies. The researcher used a self-administered questionnaire as the primary data collection instrument. Descriptive statistics analysis was used to analyze quantitative data. In addition, the study conducted a regression analysis to establish the relationship between the variables.

The study found that social network marketing influenced organizational performance to a very great extent this is driven by Kenyan mobile company's use of facebook and twitter. Mobile phone marketing is also important and is used to channel targeted text (SMS) messages to millions of users

Website marketing is considered important for enhancing consistent corporate image, while email marketing on the other hand influenced organizational performance of Mobile telephone companies to a moderate extent.

The study recommends the companies use more social network marketing platforms to reach an even wider and diverse market. The companies should also embrace video technology on mobile to give more effective communication than sms. Websites remain important for internet presence, for corporate image and search engine marketing. Partnerships arrangement should be considered for email marketing as they are considered more effective than traditional opt in/opt out emails.

# CHAPTER ONE

## INTRODUCTION

### 1.1 Background of the study

E-Marketing programs have provided organizations with great opportunities to improve performance. E-marketing especially through the internet has allowed organizations to create, communicate and deliver value to customers, and manage customer relations. Although e-Marketing is a relatively new marketing concept to firms operating in developing economies, these countries stand to gain more by utilizing opportunities that e-Marketing provides, taking into account the fairly poor infrastructure, limited marketing resources and strong competition here (El-Gohary, 2012).

There are several theories that provide the framework for us to research the relationship between e-marketing and organizational performance. The 7C's model outlines the different factors that must come together in order for an e-marketing strategy to be successful in an organization. The McKinsey Seven S model allows an organization to review its internal capabilities in order to adopt e-marketing strategy. The theory of diffusion and adoption will give an organization an understanding on what the likely stages and speed at which the adoption of technology required for e-marketing will permeate through an organization

Mobile phone companies in Kenya have diversified their marketing campaigns and have been at the forefront of adopting all available e-marketing platforms to advertise and market their products and services on their mobile platforms, their websites, the social network and the internet. The provision of value added services such as money

transfer service Mpesa have allowed them to diversify revenue streams and increase profits and value to shareholders.

### **1.1.1 Electronic Marketing**

E-marketing, as an innovative technology-based activity, has been considered as one of the main aspects of marketing practice that involves using the internet and other interactive technologies to create and mediate dialogue between the firm and its customers. According to Wilson (2001), E-marketing constitutes an innovative activity because it develops new ways of interacting with customers and provides new service delivery systems and processes that reduce cost. E-marketing relies on technology to enable interactivity, and thus differs from other marketing practices, by providing customers access to information while the use of interactive technologies allows these customers to provide information to the business.

The internet, the main e-marketing tool has been recognized as a key business resource and is increasingly being used and integrated into firm's marketing activities (Damanpour, 1996). Several factors have been examined in the literature as antecedents of e-marketing penetration and adoption. These factors refer to internal resources and capabilities such as database and network marketing, and organizational readiness, and management support. The technologies that have created the internet have improved efficiency in the development and richness of the content of marketing activities; providing all companies with opportunities that otherwise would perhaps not be available to them (Palmer & McCole, 2009).

Even though e-marketing is frequently used to save costs, many organizations are commonly seen with the same mistake which is allocating the budget for internet marketing insufficiently. Bigger corporations can take advantages of that fact, and use their funds to exploit the more advanced digital technologies. Chaffey and Chadwick (2013) stressed that most of the time; a lot of companies treat the internet as another distribution channel, and misuses the true potential of the internet. Hence, the values delivered to customers are not evaluated right.

Moreover, the rise of social media and online community not only allows companies to spread the message much faster and more efficiently but also is an obstacle for marketers to overcome. Customers has now owned the power of sharing their experience and connect with other people, brand image can be greatly improved or heavily damage in seconds. As a matter of fact, the power has shifted from companies to their individual customers as the internet users now has a tool to share, discuss, inform and control the way they perceive the marketing message together with other people, who appear to be more credible than the company itself (Strauss, 2012). Depending on the marketing strategies as well as the campaign contents, marketers can either gain favor or criticism from their customers, which would be both in great amount in short period of time (Strauss, 2012).

### **1.1.2 Corporate Culture**

Corporate culture is a driving force behind the acceptance and implementation levels of electronic marketing among mobile telephone companies (Modimogale & Kroeze, 2011; Saffu, DeBerry-Spence, Dadzie, Walker & Hinson, 2008). Organizational culture provides the appropriate setting and social embeddedness for technological change

processes. A noteworthy determinant of technology adoption is the owner-manager's knowledge about e-marketing.

Firms with a greater reliance on media such as television, catalogues, billboards and mobile phones are more likely to adopt and use the Internet for marketing purposes as they already possess a higher level of technology compatibility (Khan, 2007). A customer-focused organizational culture is necessary in competitive e-marketing. For e-marketing to succeed the organization must adopt a relationship focused corporate culture with a strong market orientation

### **1.1.3 Concept of Organizational Performance**

Organizational performance comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). Organizational performance is the concept of measuring the output of a particular process or procedure, then modifying the process or procedure to increase the output, increase efficiency, or increase the effectiveness of the process or procedure (Robert, 2001). The concept of organizational performance can be applied to either individual performance such as an athlete or organizational performance such as a racing team or a commercial enterprise or even a farm or livestock production.

In performance improvement Organizational performance, is the concept of organizational change in which the managers and governing body of an organization put into place and manage a program which measures the current level of performance of the organization and then generates ideas for modifying organizational behavior and infrastructure which are put into place to achieve higher output (Honda & Martin,

2002). They further, argue that the primary goals of organizational performance are to increase organizational effectiveness and efficiency to improve the ability of the organization to deliver goods and or services. Another area in organizational performance that sometimes targets continuous improvement is organizational efficacy, which involves the process of setting organizational goals and objectives in a continuous cycle (Dushinski, 2010). Organizational performance at the operational or individual employee level usually involves processes such as statistical quality control. At the organizational level, performance usually involves softer forms of measurement such as customer satisfaction surveys which are used to obtain qualitative information about performance from the viewpoint of customers (Robert, 2001).

Blakeman (2014) pose that in an increasingly dynamic and information -driven environment, the quest by business leaders and management researchers for performance measures which reflect competitive productivity strategies, quality improvements, and speed of service is at the forefront of managing company performance to be meaningful, company performance should be judged against a specific objective to see whether the objective is achieved. Without an objective, a company would have no criterion for choosing among alternative investment strategies and projects. For instance, if the objective of the company is to maximize its return on investment, the company would try to achieve that objective by adopting investments with return on investment ratios greater than the company's current average return on investment ratio (Brahmet et al, 2004). The selection of the most appropriate performance indicators is however, an area with no defining boundaries as there are a number of purposes to which performance can be measured.

#### **1.1.4 Mobile Telephone Companies in Kenya**

There are now three mobile telephone companies in Kenya; Safaricom Limited (Safaricom), Airtel Kenya Limited (Airtel), Orange Telkom Kenya Limited (Orange), since the exit of Essar Kenya Limited (Yu) in 2014, offering mobile telephony services. These operators had a combined subscription base of 19.4 million in December 2013, representing a penetration rate of close to 50 per cent per 100 inhabitants, 99% of the subscribers were on the pre-paid tariff and the mobile signal covered 85 per cent of the population and 34 per cent of the land mass (Communications Commission of Kenya, 2013). Increased competition in the mobile telecommunications market has witnessed a reduction of on-net call charges to Kshs 2.12 per minute down from Kshs 6.33 in September 2010, fuelling growth in intra-network traffic. At the moment in this industry's voice market, Safaricom takes \$6 in ARPU (Average Revenue) (Blakeman, 2014).

Safaricom is the leading Mobile Telephone Operator in Kenya. Over the last 9 years, Safaricom has experienced a massive rise in its subscribers, from a mere 17,000 subscribers in 2000 to an amazing growth of over 15 million subscribers in June 2009 ([www.safaricom.com](http://www.safaricom.com)). It was registered in 1997 as a fully owned subsidiary of Telkom Kenya Limited. In May 2000, Vodafone Group Plc, the world's largest telecommunication company, acquired a 40% stake and management responsibility for the company, and in early 2008 the government shed 25% of its shareholding to the public through an initial public offers to raise 50 billion shillings (Blakeman, 2014).

Founded as Kencell Communications Limited after the liberalization of the Telecommunications Industry in Kenya and currently re-branded from Zain to Airtel,

Airtel is a fully private GSM (Global System for Mobile Communication) operator and was awarded the second GSM License to operate a GSM Network in Kenya by the Communications Commission of Kenya (CCK). Initial focus during the transition from Kencell to Celtel then to Zain was on cost- efficiency. Airtel both reinvested internally generated cash and took up additional borrowing through a US\$357 Million on network (Airtel Kenya, 2014). Competition has been protracted and to be cost effective Airtel declared 150 staff redundant on 1st April 2009. Airtel has witnessed a change of name for the fourth time to Bharti Airtel after Indian Telecoms tycoon Sunil Bharti paid \$10.7 billion to buy Kuwait-based Zain's Africa assets.

Telkom Kenya was established as a telecommunications operator under the Companies Act in April 1999 ([www.telkomkenya.co.ke](http://www.telkomkenya.co.ke)). Following its privatization in 2007, France Telecom bought 51% shares in Telecom Kenya gaining majority control and establishing the trade name Orange. In France Telecom's full year financial results for 2009, Telkom Kenya returned a Sh10 billion loss (The Daily Nation April 27<sup>th</sup> 2010; Weekly Business Magazine pg 10). Telkom Kenya has customer base of 1.75 million subscribers and has so far concentrated on voice and data (Airtel Kenya, 2014).

## **1.2 Research Problem**

While it is apparent that Internet development and its application in marketing have attracted the attention of many researchers in both developed and developing nations, the relationship between e-marketing platforms such as internet and organizational performance has not yet been established. Researchers have not yet reached a general conclusion on the effect of e-marketing on organizational performance. Previous researchers present contradictory findings as some found a positive relationship

between the two concepts (Ulhas, 2007; Salwani *et al.*, 2009) and some found no relationship at all (Lo & Darma, 2000; Shin, 2006; Karayanni, 2009; Economic Outlook, 2013) while others said it does not have any effect (Venkatesh & Davis, 2009). This implies that the impact of e-marketing on organizational performance is still debatable.

With the stiff competition among mobile telephone companies, the objective of managers for profit seeking in these organizations is to maximize the performance of the firm over time. E-marketing seems to be platform where companies can access large numbers of users for instance; East Africa has 68 million mobile phone subscribers and at least 19.3 million web users (Economic Outlook, 2013). By December, 2013, the mobile phone platform in Kenya had at least 14.6 million people (Economic Outlook, 2013). Yet most companies in Kenya don't see E-marketing as a viable option or a profitable venture to pursue. As a result many organizations both small and large are approaching the entire idea of online marketing cautiously and with reservations. Barwise and Farley (2005), argued that further research is needed to explain the broader effect of e-Marketing on organizational performance.

Local studies done in Kenya looked at other aspects other than effect of E-marketing on organization performance. For example: Adeka (2011) explored the effect of marketing strategies on customer acquisition at Safaricom while Magunga (2010) did a research on effects of marketing strategies on the performance of insurance companies in Kenya, Kinyua (2014) also explored the effect of electronic banking on the financial performance of commercial banks in Kenya. Makena (2011) also did a study on E-marketing now a necessary tool for sustainable business development for small and

micro enterprises in urban areas with a case study of Nairobi. None of these studies focused on the effect of e-marketing on organizational performance in Kenya. The question to be answered by the study is, what is the effect of the adoption of e-marketing marketing practices on the organizational performance of the mobile telephony companies in Kenya

### **1.3 Research objectives**

The objective of this study was to establish the effect of adoption of electronic marketing practices on organizational performance of mobile telephone companies in Kenya.

### **1.4 Value of the study**

The study will be important to mobile telephone company managers as it will help them understand E-marketing and how their understanding can help enhance their organizational performance. This study would be important to the these companies since they would get a better understanding of the likely impact of their e- marketing strategies, and the factors that are likely to cause the same.

The Mobile telephone industry is vital to the economic growth of the country. It aids trade, source of revenue to the government through taxation and it also offers employment opportunities to the citizens. The Government is charged with the responsibility of ensuring protection to both the industry players and the citizens. The research findings will also provide vital information that would assist government particularly policy makers, planners and program implementers to formulate policies and strategies on e-marketing.

The research findings shall also provide vital information that would benefit future academicians and researchers on effect of e-marketing on organizational performance. It would also add on to the existing body of knowledge in the area of under the study. Thus, academics would use this study as a basis for further research.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter aims at building the theoretical framework for the study by exploiting research relating to E-marketing adoption and how it affects organizational performance. The development of research model is based on the literature survey.

#### **2.2 Theoretical Foundation**

##### **2.2.1 The 7Cs Model of E-Marketing**

Kotler (2003) and Wilson (2001) expressed that traditional marketing elements involve product, price, promotion, and place and in addition to physical surroundings it also involves participants, and processes for service marketing. These, however, do not fit into the Internet marketing paradigm. According to Rayport and Jaworski (2001), an effectively designed commercial website should provide valuable information to meet current customers' needs and simultaneously attract potential consumers via its online presence.

Rayport and Jaworski (2001) argue that successful website depends mainly on how well an appealing interface integrates with interactive functions for customers. In order to explain the design principles for constructing a commercial website based on consumers' viewpoints, the 7Cs framework of Internet marketing elements has been introduced.

Rayport and Jaworski (2001) elaborated these 7Cs by explaining their implication on e-marketing. The Context of the website captures its aesthetic and functional look-and-

feel, the Content is defined as all digital subject matter on the site, Community highlights the interaction that occurs between site users, Customization is defined as the site's ability to tailor itself or to be tailored by each user, Communication refers to the dialogue that unfolds between the site and its users, Connection is defined as the extent of the formal linkages between the site and other sites and finally commerce is defined as the sale of goods, products, or services on the site.

### **2.2.2 McKinsey Seven S Model**

The McKinsey 7S model is a useful framework for reviewing an organization's capabilities in order to make any necessary changes in the organization e.g. adopting e-marketing. The premise of the model is that you cannot change one aspect of an organization in isolation (Blakeman, 2014). In order to successfully implement an e-marketing strategy all the organization capabilities have to be reviewed and aligned and the changes necessary to support the strategy identified.

The model considers the issues related to introducing digital technology into an organisation. Specifically, the contribution of digital business in influencing and supporting organizations' strategy. The key issues are gaining appropriate budgets and demonstrating, delivering value and ROI from budgets, annual planning approach, techniques for using digital business to impact organization strategy and techniques for aligning digital business strategy with organizational and marketing strategy. Secondly, there should be modification of organizational structure to support digital business. The key issues are: integration of digital marketing or e-commerce teams with other management, marketing (corporate communications, brand marketing, direct marketing) and its staff; use of cross-functional teams and steering groups and also insourcing versus outsourcing.

There should also be development of specific processes, procedures or information systems to support digital business. The key issues are: campaign planning approach-integration; managing or sharing customer information; managing customer experience, service and content quality; unified reporting of digital marketing effectiveness and in-house vs external best-of-breed vs external integrated technology solutions. The breakdown of staff in terms of their background, age and sex and characteristics such as IT vs marketing, use of contractors/ consultants. The key issues are: insourcing versus outsourcing; achieving senior management buy-in/involvement with digital marketing; staff recruitment and retention, and virtual working and staff development and training (Chaffey, 2013).

Dushinski (2010) cites that style includes both the way in which key managers behave in achieving the organization's goals and the cultural style of the organisation as a whole. The key issues are: defining a long-term vision for transformation that relates to the role of the digital marketing or e-commerce teams in influencing strategy. Distinctive capabilities of key staff, but can be interpreted as specific skill-sets of team members. The key issues are: staff skills in specific areas such as supplier selection, project management, content management and specific e-marketing media channels. Finally, the guiding concepts of the digital business or e-commerce organization which are also part of shared values and culture. The key issues are: improving the perception of the importance and effectiveness of digital business amongst senior managers and staff it works with (marketing generalists and IT).

### **2.2.3 Theory of Adoption and Diffusion**

Adoption refers to the stage in which a technology is selected for use by an organization (Kinnunen, 1996). Innovation is similarly used with the nuance of a new or "innovative" technology being adopted. Diffusion refers to the rate at which the technology spreads to general use and application. Integration connotes a sense of acceptance, and perhaps transparency, within the user environment (Gibbons, 2004).

Rogers (2003) argues that diffusion is the process by which an innovation is communicated through certain channels over time among the participants in an organisation. Rogers proposes that four main elements influence the spread of a new idea: the innovation itself, communication channels, time, and the organisation. This process relies heavily on human capital. The innovation must be widely adopted in order to self-sustain. Within the rate of adoption, there is a point at which an innovation reaches critical mass (Damanpour, 1996). The categories of adopters are: innovators, early adopters, early majority, late majority, and laggards. Diffusion manifests itself in different ways in various cultures and fields and is highly subject to the type of adopters and innovation-decision process.

### **2.3 Electronic Marketing Platforms**

There are different type of e-marketing platforms that are used nowadays to effectively utilize the developed Internet and other information technology systems to draw customers' attention, build the brand or improve sales.

### **2.3.1 Internet**

Curtis (2007) expressed that the internet is a robust communication system originally designed for military applications. Once people have subscribed to broad band, it provides access to almost unlimited information and international communication. Access in this context has zero marginal cost to the users. As internet expands progressively to mobile phones and hand held devices like PDA's (Personal digital assistants) the opportunity and necessity to make use of online and web related marketing method becomes increasingly irresistible. The internet and email provides unprecedented opportunity for radically new methods of promotion and advertising such rival marketing and RSS (real simple syndication) of education or informative articles , newsgroups, forums, affiliations and partnering arrangements, email newsletter and campaigns and many other ideas which appears more quickly than most of us can absorb. Modern and emerging digital and web related advertising marketing methods offer audience 'reach' precision of targeting level of fine tuning and control, measurement and analysis cost effectiveness that conventional advertising media simply cannot match, conventional printed sales and marketing materials of all types (from newspapers and magazines to brochures and business cards) are becoming obsolete as customers look to the internet (via phone, Pc's, laptops, PDA's and in the future TV) for quick up to the minute information about product, service and suppliers of all sorts.

### **2.3.2 Websites**

According to Kotler (2010), websites vary greatly in content. The most basic type is a corporate (or brand) website. These sites are designed to build customer goodwill called

customer feedback and supplement other sales channels rather than sell the company's product directly. They typically offer a variety of information and other features in an effort to answer customer questions and build relationships with them. Other companies create e-marketing websites; these sites engage consumers in an interaction that will move them closer to a direct purchase or other marketing outcomes.

Hughes and Fill (2009) at the core of the company's internet activity is their website. Websites are intended to be visited by those browsing the internet and once visited, the opportunity to interact and form a dialogue becomes more realistic. The commercial attractiveness of a website is based around the opportunity to display product and company information and often in the form of catalogues, as a corporate identity cue and for internal communications, to generate leads, to provide onscreen order forms and customer support at both pre purchase and post purchase points and to collect customer and prospect information for use within the database or as a feedback link for measurement and evaluative purposes.

### **2.3.3 Email Marketing**

Email marketing was the first form of Internet marketing, and consists of emailing marketing messages to potential customers. Modeled after direct mail, email marketing is a form of "push" marketing whereby marketers can rent an email list and send a solo offer to their target audience. Email addresses are either grabbed from the Internet, purchased or rented from the email address vendors, or, more ideally, obtained directly from the customers (as in permission marketing). At the beginning of its use, email marketing had higher response rates than direct mail or banner ads (Honda & Martin, 2002). In addition, emailing was one of the most economical ways to deliver marketing

messages. There are two major types of emailing practices: Opt-in email and Opt-out email.

Opt-in email is the most acceptable type of emailing. Using only opt-in emails for sending marketing messages is a form of permission marketing. One of the most comprehensive definitions of opt-in email is that it is a policy for giving permission under which the user explicitly permits the Web site operator to either collect the information, use it in a specified manner and/or share it with others when such use or disclosure to third parties is unrelated to the purpose for which the information was collected (GetNetWise, 2014).

In case of opt-out email, the customer is automatically added to the mailing list. This form of emailing is widely used, but it is not recommended. Similar to opt-in email, there are various definitions of opt-in email. Two of the most complete definitions come from GetNetWise and L-Soft respectively: A policy under which the user's permission is implied unless the user explicitly requests that their information not be collected, used and/or shared when such use or disclosure to third parties is unrelated to the purpose for which the information was collected (GetNetWise, 2014).

#### **2.3.4 Social Network Marketing**

Social network marketing has become popular amongst network marketers who want to promote their businesses online. Social media sites like Facebook, Twitter, and YouTube have made it easy for entrepreneurs to get onto the internet and network with people from around the world. Terms like tweeting, sharing, and voting have created

quite the buzz amongst those who want to hop aboard the viral marketing trend (Hughes & Fill, 2009).

There's a tremendous amount of opportunity for those that truly capitalize on the social network marketing boom. If you truly want to differentiate yourself from the majority of network marketers that are using social network marketing then it's important to connect with people and become personable. Another key to having success in social network marketing is to make sure that you diversify your social presence. Social network marketing is a fun way to make friends and network with people from all over the world. The power of social marketing is so huge and the opportunities are endless (Honda & Martin, 2002).

When marketers want to reach users of social networks such as Face book, MySpace, or Byword, they have two choices: buy advertising or starting a viral campaign. But first it's important to understand both who influences purchase decisions in online communities and which groups of users can be influenced. Social Media is characterized by participation, openness, conversation, community and connectedness. Basic forms of social media include blogs, social networks, wikis (such as Wikipedia), micro blogs (such as Twitter), podcasts, forums, content communities (such as Flickr and YouTube), bookmarking and aggregating. Stokes (2008) suggests that marketers can use social media to market to content creators (such as bloggers), market to content consumers, market to content sharers and for advertising on various platforms.

### **2.3.5 Mobile Phone Marketing**

The Pitch, Mukoma Daily Nation July 13<sup>th</sup> (2010) mobile phone marketing refers to direct marketing to consumers via cell phones. Technologies such as sms, mms, Bluetooth and infrared are used to distribute commercial content to mobile phones; mobile phone marketing has the potential to be the fastest growing and most targetable method of brand marketing. Dushinski (2010) points out that mobile technology not only lets marketers reach customers where they are, it allows them to engage mobile users by targeting their immediate and specific needs. He also suggested that it is giving users what they want, when they want it and that is the unique value proposition of mobile phone marketing and businesses, agents and nonprofit organizations of all types can have successful campaigns without breaking the bank.

Mobile Marketer (2010) said that brands and marketers can use the mobile channel to increase their brand affinity, recognition and customer loyalty. The attraction to mobile is the channel's ability to acquire new customers, increase customer loyalty and generate brand awareness and affinity to monetize content and the fact that it lets marketers provide convenience to consumers. According to Hughes and Fill (2007), mobile phones provide another logical platform for marketers to channel targeted text (SMS) messages to millions of users. Additionally, video technology is beginning to allow TV programme transmission through mobile phones creating other advertisement opportunities. For example Safaricom sends its users information about its current promotional activities thus giving them up to date information that motivates consumers to purchase more of the company's services.

### **2.3.6 Search Engine Marketing**

Search engine marketing is a form of marketing on the internet, based on the interaction between marketers and search engine companies. The search engine companies provide service in form of pushing the search key words on top of the searching list to increase the rate of hits to the marketers' links. On the other hand, the marketers compensate in the form of payment. (Blakeman, 2014). Customers greatly rely on search engines when they need to find new products, services or simply just for information. Along with the power of the largest search engines such as Google, Bing or Youtube, SEM has become one of the most critical tactics for marketers. There are two types of SEM that has their own distinctive advantages and disadvantages: search engines optimization (SEO) and paid per click marketing (PPC).

Pay per click marketing (PPC) is a form of marketing where companies put up text ads and the links to their web sites on the "sponsored ads" section of search engines pages when a specific keywords or phrases are typed (GetNetWise, 2014). This type of SEM is highly relevant in a highly competitive environment, where the strong players all competing on the first pages of search engines listings. Compared to SEO, PPC has similar benefits, plus some others. When it comes to searching based on keywords, PPC also is highly targeted and measurable. The marketers do not have to pay for the displayed ads but only when the links are clicked; hence, in comparison with traditional marketing, PPC is more cost effective. Moreover, PPC is more predictable, stable and does not require technical complex effort to conduct as in SEO. PPC also achieves results much faster and instant after website revision while SEO needs months to get

the desirable results. PPC also has positive impact on branding as the customers would likely notice the ads in the process of searching (Chaffey, 2013).

## **2.4 Electronic Marketing and Organizational performance**

Lancaster and Withey (2006) expressed that the growth of electronic marketing such as the internet, email, mobile phones and so on has allowed information to become more rapid and global. Kula and Tatoglu (2003) argue that the explosion in wireless technologies has led to a massive increase in mobile communication and as a result the growth of mobile marketing and advertising. The increased use of the internet and particularly websites as a promotional tool for individuals and companies has offered many marketers a further effective tool resulting in more control and evaluation of the communications.

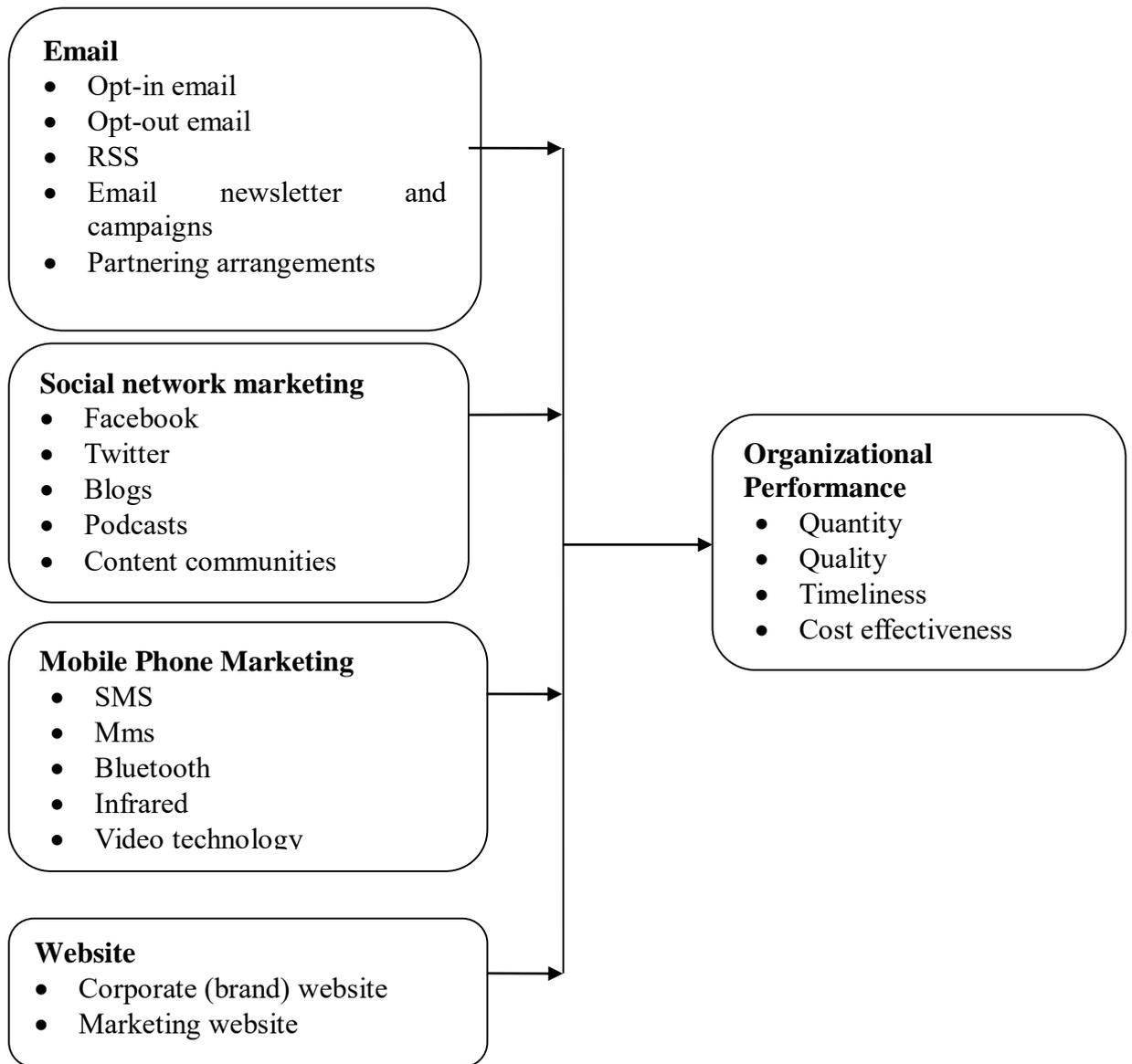
Earlier studies indicated that companies could benefit from implementing the internet into their marketing mix, for example, marketing products and services by providing online quotes, advertising in more markets with less expense, using e-mail as a marketing tool and decreasing the costs of printing materials such as catalogues and glossy brochures. They could also enhance their credibility by creating a professional image through the presence of an efficient web site, answer questions about products and services in several languages and conduct research in foreign markets (McCue, 2009; Kula & Tatoglu, 2003).

E-marketing plays a very important role in benefiting the companies' strategies. The 5S model of e-marketing shows the benefits that it can possibly generate. The 5S model consists of the combination of "sell-serve-speak-save-sizzle" (Chaffey & Smith, 2013).

By marketing online, companies can include direct selling and distribution through online channels, thus increase revenue. Moreover, e-marketing opens a lot of new channels to add new values to not only give customers new benefits but also get closer to them, understand their needs better and improve the relationship management. The cost on marketing in the digital world compared to traditional marketing strategies is much cheaper and more efficient.

## **2.5 Conceptual Framework**

Mugenda and Mugenda (2003) advances that, a conceptual framework is a graphical or diagrammatic presentation of the relationship between variables in a study. It helps the researcher to see the proposed relationship easily and quickly. In this study the conceptual framework is based on four independent variables namely audit committee independence, member's expertise, size of the committee and availability of resources and the dependent variable being effectiveness in management of public finances.



**Independent Variable**

**Dependent Variable**

**Figure 2.1: Conceptual Framework**

## **2.6 Chapter Summary**

The study reviewed several models that can be used to explain the effect of e-marketing on organizational performance. The 7 CS Model focuses on traditional and non-traditional marketing elements including e-marketing that should be considered by organizations, McKinsey 7S model assesses an organization preparedness for adopting technology, while the theory of diffusion and adoption evaluates how technology is selected and then permeates through an organization respectively

E-marketing consists of several different platforms each of which contribute to organizations in different ways. The study reviewed that website marketing sites are designed to market products, build customer relationships and collect customer feedback. Emailing was reviewed as an economical way to deliver marketing messages and Opt-in email is the most acceptable type of emailing, because it is a form of permission marketing. The study further reviewed that mobile phones provide a platform for marketers to channel messages to millions of users. Additionally, video technology is beginning to allow TV programme transmission through mobile phones creating other advertisement opportunities. Social network marketing was reviewed as allowing for the promotion of products and services through using social networks online. Search engine marketing was reviewed as providing marketers with an opportunity to reach consumers as they interact with search engine companies.

Finally the study reviewed that e-marketing platforms has provided organizations with a very effective tool because of the speed, different type of interaction, and scale with which these platforms are able to reach consumers.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Introduction**

In this chapter the research methodology was presented in the following order, research design, and target population, sampling procedure, data collection methods, instruments of data collection and finally the pilot study and the data analysis. In this section the research identifies the procedures and techniques that were used in the collection, processing and analysis of data.

#### **3.2 Research Design**

This research problem was studied through the use of a descriptive research design. The design was chosen since it is more precise and accurate as it involves description of events in a carefully planned way. It portrays the characteristics of a population fully (Babbie, 2010). According to Cooper and Schindler (2006), a descriptive study is concerned with finding out the what, where and how of a phenomenon. This study therefore will be able to generalise the findings to all the departments in the organization.

#### **3.3 Study population**

The target population for this study included three mobile telephone companies in Kenya; Safaricom Limited (Safaricom), Airtel Kenya Limited (Airtel), and Orange Telkom Kenya Limited (Orange). The study adopted a census approach collecting data from all the mobile telephone companies in Nairobi since the population is small.

### **3.4 Sampling procedure**

A total of 90 individuals were targeted across the consumer business, marketing and customer service departments in the three companies. This sample was stratified according to the level of management and the researcher also put into consideration gender equity of the individuals. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample (Kothari, 2012). The method also involves dividing the population into a series of relevant strata which implies that the sample is likely to be more representative (Saunders et al., 2009).

### **3.5 Data collection**

The researcher used a self-administered questionnaire as the primary data collection instrument. The questionnaire was divided into sections representing the various variables adopted for the study. The questions were designed to collect qualitative and quantitative data. The questionnaire was administered through drop and pick method. Upon completion, the research assistants collected the questionnaires and ensure high completion rate.

### **3.6 Reliability and Validity Tests**

The researcher selected a pilot group of 10 individuals from the target population to test the reliability of the research instrument. To establish validity of the research instruments the researcher sought opinions of experts in the field of study especially the

lecturers. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity.

### **3.7 Data Analysis**

Descriptive statistics analysis was used to analyze quantitative data. The statistics included measures of central tendencies (mean scores and percentages) and measures of dispersion (standard deviation). In addition, the study conducted a regression analysis to establish the relationship between the variables. Tables and other graphical presentations such as bar charts, histogram, grouped frequency distributions and pie charts as appropriate were used to present the study findings for ease of understanding.

### **3.8 Chapter Summary**

The study adopted a descriptive research design since it is more precise and accurate as it involves description of events in a carefully planned way. The target population for the study included three mobile telephone companies in Kenya; Safaricom Limited (Safaricom), Airtel Kenya Limited (Airtel), and Orange Telkom Kenya Limited (Orange). The researcher used a self-administered questionnaire as the primary data collection instrument. A pilot test was conducted to facilitate the necessary revision and modification of the research instrument thereby enhancing validity. Descriptive statistics analysis was used to analyze the data. The statistics included measures of central tendencies (mean scores and percentages) and measures of dispersion (standard deviation). In addition, the study conducted a regression analysis to establish the relationship between the variables. Tables and other graphical presentations such as bar charts, histogram, grouped frequency distributions and pie charts as appropriate were used to present the study findings for ease of understanding.

## **CHAPTER FOUR**

### **DATA ANALYSIS, RESULTS AND DISCUSSION**

#### **4.1 Introduction**

This chapter discusses the interpretation and presentation of the findings. This chapter presents analysis of the data on the effect of adoption of electronic marketing practices on organizational performance of mobile telephony companies in Kenya. The chapter also provides the major findings and results of the case study and discusses those findings and results against the literature review chapter.

##### **4.1.1 Response Rate**

The study was able to achieve an 80% response rate (72 respondents). According to Mugenda and Mugenda (2009) 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; therefore, this response rate is adequate for analysis and reporting. The researcher made use of frequency tables, graphs and charts to present data.

##### **4.1.2 Reliability Analysis**

The researcher carried out a pilot study to pretest the validity and reliability of data collected using the questionnaire before the actual study. The pilot study allowed for pre-testing of the research instrument.

**Table 4. 1: Reliability Coefficients**

<b>Scale</b>	<b>Cronbach's Alpha</b>	<b>Number of Items</b>
Email marketing	0.962	9
Social network marketing	0.755	9
Mobile phone marketing	0.876	9
Website marketing	0.623	6

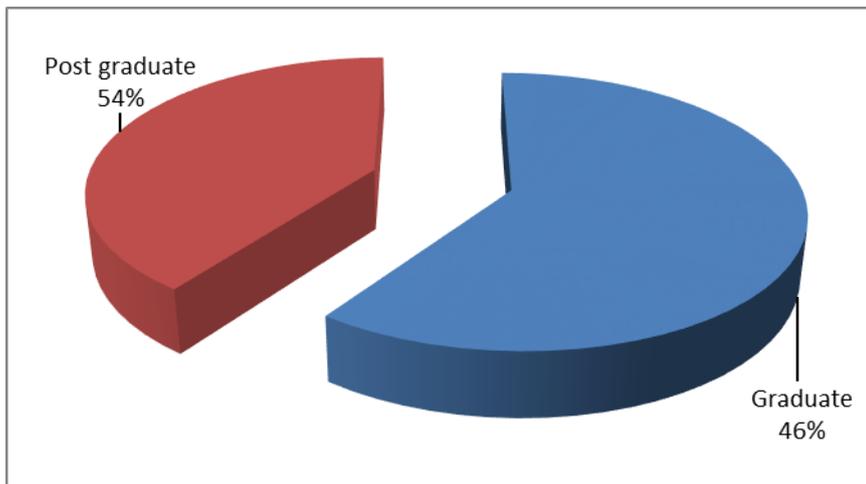
**Source: Primary Data**

The reliability of the questionnaire was evaluated through Cronbach's Alpha which measures the internal consistency. The Alpha measures internal consistency by establishing if certain item measures the same construct. Cronbach's Alpha was established for every objective in order to determine if each scale (objective) would produce consistent results should the research be done later on. Table 4.1 shows that all the scales were significant, having an Alpha above the prescribed threshold of 0.6. Email marketing had an Alpha of 0.962, mobile phone marketing had an Alpha of 0.876, social network marketing had an Alpha of 0.755, website marketing had an Alpha of 0.623. The findings of the pilot study shows that all the four scales were reliable as their reliability values exceeded the prescribed threshold of 0.6 (Mugenda & Mugenda, 2003).

## 4.2 General Information

### Gender of the respondents

The study sought to find out the gender of the respondents. According to the findings, 48% of the respondents were male while 52% were female.



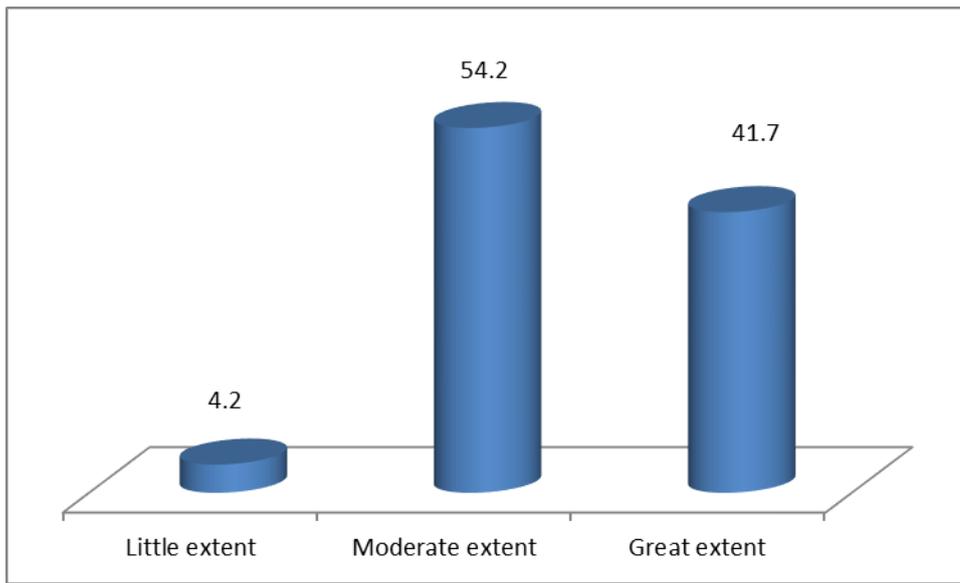
**Figure 4. 1: Highest academic qualification of the respondents**

**Source: Primary Data**

The study sought to find out the highest academic qualification of the respondents. From the findings, 54% of the respondents had masters and 46% were graduates.

### 4.3 Email Marketing

Email marketing is a form of "push" marketing whereby marketers can subscribe to an email database list and then send personalized communication to a specific target audience.



**Figure 4. 2: Extent that Email marketing influenced organizational performance**

**Source: Primary Data**

The study sought to find out the extent that Email marketing influenced performance of mobile telephony companies in Kenya. According to the findings, 54.2% of the respondents indicated that Email marketing influenced performance of mobile telephony companies in Kenya to a moderate extent, 41.7% of the respondents indicated that Email marketing influenced performance of mobile telephony companies in Kenya to a great extent and 4.2% of the respondents indicated that Email marketing influenced performance of mobile telephony companies in Kenya to a little extent. No respondents felt email marketing influenced performance to very great extent

**Table 4. 2: Extent that the companies employed forms of email to enhance performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Opt-in email	2.917	0.830
Opt-out email	2.625	1.014
Spam email	1.917	0.830
RSS (real simple syndication) of education or informative articles	2.792	0.779
Email newsletter and campaigns	3.917	1.018
Partnering arrangements	4.375	1.096

**Source: Primary Data**

The study sought to find out the extent that the companies employed forms of email to enhance performance. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. From the findings, the companies employed partnering arrangements and email newsletter and campaigns to a great extent as shown by a mean of 4.375 and 3.917 respectively. In addition, the companies employed Opt-in email, RSS (real simple syndication) of education or informative articles and Opt-out email to a moderate extent as shown by a mean of 2.917, 2.792 and 2.625 respectively. Moreover, the companies employed spam email to little extent as shown by a mean of 1.917. Hill and Sullivan (2004) the sheer amount of information on the internet is overwhelming. There’s also enormous viability in its usefulness and

accuracy, given the absence of the quality control mechanisms associated with traditional publishing.

**Table 4. 3: Extent that aspects of Email marketing influenced organizational performance**

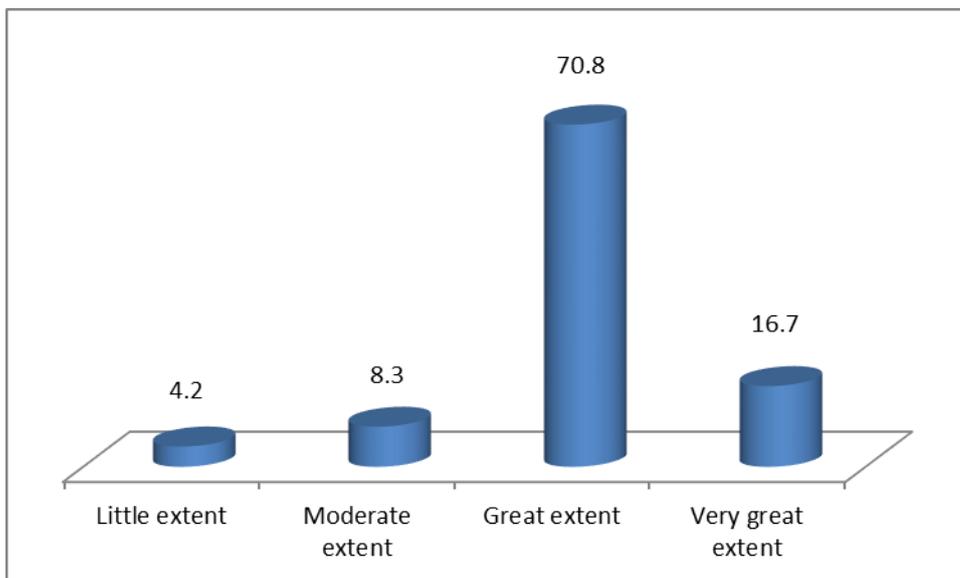
	<b>Mean</b>	<b>Std. Deviation</b>
Email newsletter efficiency	4.125	0.900
Partnering arrangements	4.583	0.717

**Source: Primary Data**

The study sought to find out the extent that aspects of Email marketing influenced performance of mobile telephony companies in Kenya. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. According to the findings, partnering arrangements influenced performance of mobile telephony companies in Kenya to a very great extent as shown by a mean of 4.583. In addition, email newsletter efficiency influenced performance of mobile telephony companies in Kenya to a great extent as shown by a mean of 4.125. Beamish and Karen (2006) communications based drivers include technological advances such as internet, database, new segmentation technique message effectiveness more consistent brand images and the need to build reputations to provide clear identities.

#### 4.4 Social network marketing

Social media sites like Facebook, Twitter, and you tube have made it easier for marketers to network with people from around the world. Tweeting, sharing, and voting are just some of the buzz words used in social media to illustrate the art of interacting with others by forwarding information received, sharing information and having an opinion on different topical issues.



**Figure 4.3: Extent that social network marketing affected organizational performance**

**Source: Primary Data**

The study sought to find out the extent that social network marketing affected performance of mobile telephony companies in Kenya. From the findings, 70.8% of the respondents indicated that social network marketing affected performance of mobile telephony companies in Kenya to a great extent, 16.7% of the respondents indicated

that social network marketing affected performance of mobile telephony companies in Kenya to a very great extent, 8.3% of the respondents indicated that social network marketing affected performance of mobile telephony companies in Kenya to a moderate extent and 4.2% of the respondents indicated that social network marketing affected performance of mobile telephony companies in Kenya to little extent. The technologies that have created the internet have improved efficiency in the development and richness of the content of marketing activities; providing all companies with opportunities that otherwise would perhaps not be available to them (Palmer & McCole, 2009).

**Table 4. 4: Extent that the companies employed forms of social network**

	<b>Mean</b>	<b>Std. Deviation</b>
Facebook	4.333	0.917
Twitter	4.250	1.113
Blogs	1.833	0.963
Podcasts	2.042	0.908
Forums	2.792	0.779
Content communities (such as Flickr and YouTube)	2.542	1.141

**Source: Primary Data**

The study sought to find out the extent that the companies employed forms of social network to enhance performance. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. According to the findings, the companies employed facebook and twitter to a great extent as shown by a mean of

4.333 and 4.250 respectively. In addition, the companies employed forums and content communities (such as flicker and youtube) to a moderate extent as shown by a mean of 2.792 and 2.542 respectively. Moreover, the companies employed podcasts and blogs to little extent as shown by a mean of 2.042 and 1.833 respectively. Social Media is characterized by participation, openness, conversation, community and connectedness (Mayfield, 2008). Basic forms of social media include blogs, social networks, wikis (such as Wikipedia), micro blogs (such as Twitter), podcasts, forums, content communities (such as Flickr and YouTube), bookmarking and aggregating (such as Digg, Reddit and Delicious) (Buss & Strauss, 2009).

**Table 4. 5: Extent that aspects of social network influenced organizational performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Customer relationship management	4.625	0.402
Content communities	4.500	0.360

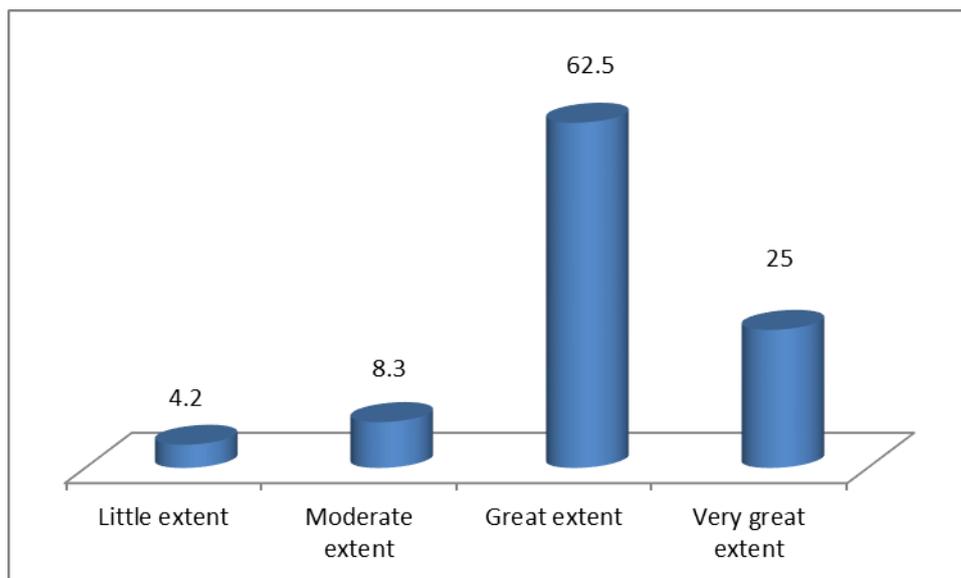
**Source: Primary Data**

The study sought to find out the extent that aspects of social network influenced performance of mobile telephony companies in Kenya. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. From the findings, customer relationship management influenced performance of mobile telephony companies in Kenya to a very great extent as shown by a mean of 4.625. In

addition, content communities influenced performance of mobile telephony companies in Kenya to a very great extent as shown by a mean of 4.500. Stokes (2008) suggests that marketers can use social media to market to content creators (such as bloggers), market to content consumers, market to content sharers and for advertising on various platforms.

#### 4.5 Mobile Phone Marketing

Mobile phone marketing refers to direct marketing to consumers via cell phones. Technologies such as SMS, mms, Bluetooth and infrared are used to distribute commercial content to mobile phones; mobile phone marketing has the potential to be the fastest growing and most targetable method of brand marketing.



**Figure 4.4: Extent that mobile phone marketing influenced organizational performance**

**Source: Primary Data**

The study sought to find out the extent that mobile phone marketing influenced performance of mobile telephony companies in Kenya. According to the findings, 62.5% of the respondents indicated that mobile phone marketing influenced performance of mobile telephony companies in Kenya to a great extent, 25% of the respondents indicated that mobile phone marketing influenced performance of mobile telephony companies in Kenya to a very great extent, 8.3% of the respondents indicated that mobile phone marketing influenced performance of mobile telephony companies in Kenya to a moderate extent and 4.2% of the respondents indicated that mobile phone marketing did not at all influence performance of mobile telephony companies in Kenya. Mobile Marketer (2010) said that brands and marketers can use the mobile channel to increase their brand affinity, recognition and customer loyalty.

**Table 4. 6: Extent that the companies employed forms of mobile phone services**

	<b>Mean</b>	<b>Std. Deviation</b>
SMS	4.667	0.702
Mms	2.708	0.550
Bluetooth	2.000	0.590
Infrared	1.625	0.924
Video technology	2.542	1.103

**Source: Primary Data**

The study sought to find out the extent that the companies employed forms of mobile phone services to enhance performance. A 5-point likert scale was used where 1.000-

1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. From the findings, the companies employed SMS to a very great extent as shown by a mean of 4.667. In addition, the companies employed Mms and video technology to a moderate extent as shown by a mean of 2.708 and 2.542 respectively. Moreover, the companies employed bluetooth and infrared to little extent as shown by a mean of 2.000 and 1.625 respectively. Fill (2007) mobile phones provide another logical platform for marketers to channel targeted text (sms) messages to millions of users. Additionally, video technology is beginning to allow TV programme transmission through mobile phones creating other advertisement opportunities.

**Table 4. 7: Extent that aspects of mobile phone marketing influenced organizational performance**

	<b>Mean</b>	<b>Std. Deviation</b>
Effectiveness of SMS and Mms	4.292	0.624
Bluetooth convenience	2.375	0.770
Cost saving through Infrared and Video technology	2.583	0.974

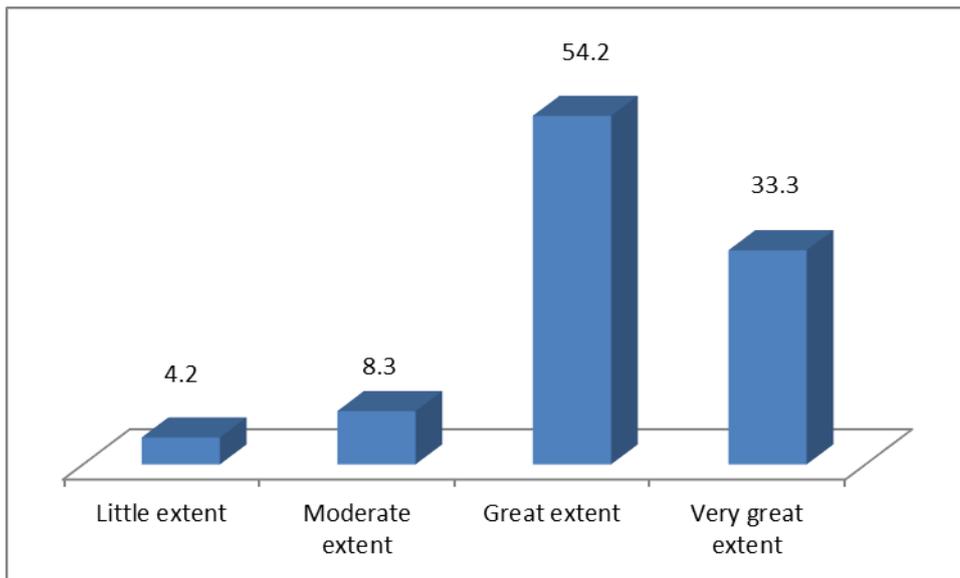
**Source: Primary Data**

The study sought to find out the extent that aspects of mobile phone marketing influenced performance of mobile telephony companies in Kenya. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent.

According to the findings, effectiveness of SMS and Mms influenced performance of mobile telephony companies in Kenya to a great extent as shown by a mean of 4.292. In addition, cost saving through Infrared and Video technology influenced performance of mobile telephony companies in Kenya to a moderate extent as shown by a mean of 2.583. Moreover, Bluetooth convenience influenced performance of mobile telephony companies in Kenya to little extent as shown by a mean of 2.375. Lancaster and Withey (2006) the growth of electronic marketing such as the internet, email, mobile phones and so on has allowed information to become more rapid and global. The explosion in wireless technologies has led to a massive increase in mobile communication and as a result the growth of mobile marketing and advertising.

#### **4.6 Website Marketing**

These sites are designed to build customer goodwill called customer feedback and supplement other channels rather than sell the company's product directly. They typically offer a variety of information and other features in an effort to answer customer questions and build relationships with them.



**Figure 4. 5: Extent that website marketing influenced organizational performance**

**Source: Primary Data**

The study sought to find out the extent that website marketing influenced performance of mobile telephony companies in Kenya. According to the findings, 54.2% of the respondents indicated that website marketing influenced performance of mobile telephony companies in Kenya to a great extent, 33.3% of the respondents indicated that website marketing influenced performance of mobile telephony companies in Kenya to a very great extent, 8.3% of the respondents indicated that website marketing influenced performance of mobile telephony companies in Kenya to a moderate extent and 4.2% of the respondents indicated that website marketing influenced performance of mobile telephony companies in Kenya to a little extent. The increased use of the internet and particularly websites as a promotional tool for individuals and companies has offered many marketers a further effective tool resulting in more control and evaluation of the communications. Hughes and Fill (2007) the pace of technological

changes is facilitating an increasing variety of communication tools which can be used for marketing purposes.

**Table 4. 8: Extent that the companies employed forms of website**

	<b>Mean</b>	<b>Std. Deviation</b>
Corporate (brand) website	4.625	0.647
Marketing website	4.417	1.139

**Source: Primary Data**

The study sought to find out the extent that the companies employed forms of website to enhance performance. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. From the findings, the companies employed corporate (brand) website to a very great extent as shown by a mean of 4.625. In addition, the companies employed marketing website to a great extent as shown by a mean of 4.417. Companies could also enhance their credibility by creating a professional image through the presence of an efficient web site, answer questions about products and services in several languages and conduct research in foreign markets (McCue, 2009; Kula & Tatoglu, 2003).

**Table 4. 9: Extent that aspects of website marketing influenced organizational performance**

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	<b>Mean</b>	<b>Std. Deviation</b>
Connectivity through website	4.458	0.721
Consistent brand images	4.708	0.550
Customer feedback and supplement	4.583	0.717

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**Source: Primary Data**

The study sought to find out the extent that aspects of website marketing influenced performance of mobile telephony companies in Kenya. A 5-point likert scale was used where 1.000-1.499 = not at all; 1.500 – 2.499 = little extent; 2.500 – 3.499 = moderate extent; 3.500 – 4.499 = great extent and 4.500 – 5.00 = very great extent. According to the findings, consistent brand images and customer feedback and supplement influenced performance of mobile telephony companies in Kenya to a very great extent as shown by a mean of 4.708 and 4.583 respectively. In addition, connectivity through website influenced performance of mobile telephony companies in Kenya to a great extent as shown by a mean of 4.458. The benefits of the internet, extranet and intranet applications need to be fully understood and their strategic role in the way in which organizations can reduce costs, improve communication effectiveness and provide value added services to consumers, employees and business partners is highly significant (Hughes & Fill, 2007).

## 4.7 Organizational performance

**Table 4. 10: Trend that measures of performance for the last five years**

		<b>Mea</b>	<b>Std.</b>
		<b>n</b>	<b>Deviation</b>
Quantity	Sales volume	5.000	0
	Revenue generated	5.000	0
	Accounts acquired	4.875	0.338
Quality	Customer relationship satisfaction	4.917	0.282
	Margin achieved	4.750	0.442
Timeliness	Results on time	4.792	0.415
	Reports on time	4.792	0.415
Cost	performance within agreed expense		
effectiveness	budgets	4.875	0.338

**Source: Primary Data**

The study sought to find out the trend that measures of organizational performance in the companies for the last five years. A 5-point likert scale was used where 1.000-1.499 = greatly decreased; 1.500 – 2.499 = decreasing; 2.500 – 3.499 = constant; 3.500 – 4.499 = improved and 4.500 – 5.00 = greatly improved. According to the findings, the trend of sales volume, revenue generated and accounts acquired had greatly improved as shown by a mean of 5.000, 5.000 and 4.875 respectively. In addition, customer relationship satisfaction and margin achieved had greatly improved as shown by a mean of 4.917 and 4.750 respectively. Moreover, results on time and reports on time had

greatly improved as shown by a mean of 4.792. Also, performance within agreed expense budgets had greatly improved as shown by a mean of 4.875. Beamish and Ashford (2006) argued that internet can be used to support sales achieved through increasing awareness of brands and products, supporting buying decisions and enabling online purchase.

#### 4.8 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 17.0) to code, enter and compute the measurements of the multiple regressions

**Table 4.11: Results of multiple regression**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.8453	0.7146	0.7025	0.3265

a. Predictors: (Constant), Website marketing, Email marketing, mobile phone marketing, Social network marketing.

#### Source: Primary Data

R-Square (coefficient of determination) is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The  $R^2$ , also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 71.46% of the changes in

the Organizational performance variables could be attributed to the combined effect of the predictor variables.

**Table 4.12: ANOVA results**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	26.16	4	6.54	59.45	0.00001
	Residual	10.45	66	0.11		
	Total	36.61	70			

a. Predictors: Website marketing, Email marketing, Mobile Phone Marketing, Social network marketing.

b. Dependent Variable: Organizational performance.

**Source: Primary Data**

The probability value of 0.00001 indicates that the regression relationship was highly significant in predicting how Website marketing, Email marketing, mobile phone marketing, social network marketing influenced Organizational performance. The F calculated at 5% level of significance was 59.45 since F calculated is greater than the F critical (value = 2.2896), this shows that the overall model was significant.

**Table 4. 13: Regression coefficients**

Model		Unstandardized		Standardized		
		Coefficients		Coefficients		
		B	Std. Error	Beta	T	Sig.
1	(Constant)	0.627	0.217		9.28	4.88E-10
	Website marketing	0.791	0.149	0.613	2.719	1.11E-02
	Email marketing	0.581	0.181	0.149	4.981	2.92E-05
	Social network marketing	0.834	0.296	0.234	3.01	5.48E-03
	mobile phone marketing	0.363	0.191	0.138	1.778	8.63E-02

a. Dependent Variable: Organizational performance

**Source: Primary Data**

The regression findings above established that taking all factors into account (Website marketing, Email marketing, mobile phone marketing, Social network marketing) constant at zero performance of mobile telephony companies in Kenya will be 0.627. The findings presented also show that taking all other independent variables at zero, a unit increase in Website marketing would lead to a 0.791 increase in the performance of mobile telephony companies in Kenya. Further, the findings shows that a unit increases in Social network marketing would lead to a 0.834 increase in performance of mobile telephony companies in Kenya. In addition, the findings show that a unit

increase in Email marketing would lead to a 0.581 increase in performance of mobile telephony companies in Kenya. The study also found that a unit increase in the scores of mobile phone marketing would lead to a 0.363 increase in performance of mobile telephony companies in Kenya. All the variables were significant at  $P < 0.05$ . Overall, Social network marketing had the greatest effect on performance of mobile telephony companies in Kenya followed by Website marketing, then Email marketing while mobile phone marketing had the least effect.

#### **4.9 Discussion of Findings**

The main objective of the study was to establish the effect of adoption of electronic marketing practices on organizational performance of mobile telephone companies in Kenya.

##### **4.9.1 Email marketing**

The study found that companies employed partnering arrangements and email newsletter and campaigns to a great extent. In addition, it was deduced that companies employed Opt-in email, RSS (real simple syndication) of education or informative articles and Opt-out email to a moderate extent. The findings are in line with Hill and Sullivan's (2004) postulation that the sheer amount of information on the internet is overwhelming. There's also enormous viability in its usefulness and accuracy, given the absence of the quality control mechanisms associated with traditional publishing.

The study also found that partnering arrangements influenced performance of mobile telephony companies in Kenya to a very great extent and that email newsletter efficiency influenced performance of mobile telephony companies in Kenya to a great

extent these correlates with Beamish and Karen (2006) sentiments that communications based drivers include technological advances such as internet, database, new segmentation technique message effectiveness more consistent brand images and the need to build reputations to provide clear identities.

#### **4.9.2 Social Network Marketing**

The study deduced that social network marketing affected performance of mobile telephony companies in Kenya to a great extent. This contends with Palmer & McCole (2009) that technologies that have created the internet have improved efficiency in the development and richness of the content of marketing activities; providing all companies with opportunities that otherwise would perhaps not be available to them.

The study also found that the companies employed facebook and twitter to a great extent while forums and content communities (such as flicker and youtube) were employed to a moderate extent. This is in accordance to Mayfield (2008) that social media is characterized by participation, openness, conversation, community and connectedness. Buss and Strauss (2009) also argued that basic forms of social media include blogs, social networks, wikis (such as Wikipedia), micro blogs (such as Twitter), podcasts, forums, content communities (such as Flickr and YouTube) bookmarking and aggregating (such as Digg, Reddit and Delicious).

The study further found that customer relationship management and content communities influenced performance of mobile telephony companies in Kenya to a very great extent. This findings are similar to Stokes (2008) who suggests that

marketers can use social media to market to content creators (such as bloggers), market to content consumers, market to content sharers and for advertising on various platforms.

#### **4.9.3 Mobile Phone Marketing**

The study established that mobile phone marketing influenced performance of mobile telephony companies in Kenya to a great extent. This relates to Mobile Marketer (2010) report that brands and marketers can use the mobile channel to increase their brand affinity, recognition and customer loyalty. It was also established that companies employed SMS to a very great extent and Mms and video technology were employed to a moderate extent. Moreover, the companies employed bluetooth and infrared to little extent. In relation to Fill's (2007) statement, mobile phones provide another logical platform for marketers to channel targeted text (sms) messages to millions of users. Additionally, video technology is beginning to allow TV programme transmission through mobile phones creating other advertisement opportunities.

The study also found that effectiveness of SMS and Mms influenced performance of mobile telephony companies in Kenya to a great extent while cost saving through Infrared and Video technology influenced performance of mobile telephony companies in Kenya to a moderate extent. these are in line Lancaster and Withey (2006) that the growth of electronic marketing such as the internet, email, mobile phones and so on has allowed information to become more rapid and global. The explosion in wireless technologies has led to a massive increase in mobile communication and as a result the growth of mobile marketing and advertising.

#### **4.9.4 Website Marketing**

The study found that website marketing influenced performance of mobile telephony companies in Kenya to a great extent. This is due to the increased use of the internet and particularly websites as a promotional tool for individuals and companies has offered many marketers a further effective tool resulting in more control and evaluation of the communications. Hughes and Fill (2007) also added that the pace of technological changes is facilitating an increasing variety of communication tools which can be used for marketing purposes.

The study further found that companies employed corporate (brand) website to a very great extent and marketing website to a great extent. Companies could also enhance their credibility by creating a professional image through the presence of an efficient web site, answer questions about products and services in several languages and conduct research in foreign markets (McCue, 2009; Kula & Tatoglu, 2003).

The study also found that consistent brand images and customer feedback and supplement influenced performance of mobile telephony companies in Kenya to a very great extent. In addition, connectivity through website influenced performance of mobile telephony companies in Kenya to a great extent. This is in line with Hughes and Fill (2007) that the benefits of the internet, extranet and intranet applications need to be fully understood and their strategic role in the way in which organizations can reduce costs, improve communication effectiveness and provide value added services to consumers, employees and business partners is highly significant.

#### **4.9.5 Organizational performance**

The study found that the trend of sales volume, revenue generated, accounts acquired, customer relationship satisfaction and margin achieved had greatly improved over the last five years. Moreover, results on time and reports on time had greatly improved. Also, performance within agreed expense budgets had greatly improved. These findings are supported by Beamish and Ashford (2006) that internet can be used to support sales achieved through increasing awareness of brands and products, supporting buying decisions and enabling online purchase. From the regression model the study deduced that website marketing, email marketing, mobile phone marketing and Social network marketing positively and significantly influence the organizational performance. Overall, Social network marketing had the greatest effect on performance of mobile telephony companies in Kenya followed by Website marketing, then Email marketing while mobile phone marketing had the least effect.

#### **4.10 Chapter Summary**

The research achieved an above average response rate, and above average reliability score

The study that social networking marketing, mobile phone marketing and website marketing were considered to influence organization performance to a great extent, while email marketing was considered to just moderately influence organization performance.

In email marketing partnership arrangements are employed the most by mobile telephone companies, while spam email is used the least

The study also found that social network marketing was considered important for customer relationship building and content communities, with mobile company's mainly employing Facebook and twitter.

In addition it was found that mobile phone marketing was done mainly through SMS. While both SMS and MMS were considered to greatly influence performance of mobile telephony companies in Kenya to a great extent.

Organization performance trends of mobile telephony companies over the last five years have seen the greatest gains in quantity in terms of both volume and revenue, while quality has improved mainly in the area of customer relationship satisfaction. While all measures have greatly improved over this period, cost effectiveness and timeliness did not rate as high as quantity and quality growth measures

Overall, Social network marketing had the greatest effect on performance of mobile telephony companies in Kenya followed by Website marketing, then Email marketing and finally mobile phone marketing .

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter offers summary, conclusions and recommendations of the research on the effect of adoption of electronic marketing practices on organizational performance with reference to Mobile telephony companies in Kenya.

#### **5.2 Summary**

The study found that Email marketing influenced performance of mobile telephony companies in Kenya to a moderate extent. The companies employed partnering arrangements and email newsletter and campaigns to a great extent. In addition, the companies employed Opt-in email, RSS (real simple syndication) of education or informative articles and Opt-out email to a moderate extent. Moreover, the companies employed spam email to little extent. Partnering arrangements influenced performance of mobile telephony companies in Kenya to a very great extent. In addition, email newsletter efficiency influenced performance of mobile telephony companies in Kenya to a great extent.

The study found that social network marketing affected performance of mobile telephony companies in Kenya to a great extent. The companies employed facebook and twitter to a great extent. In addition, the companies employed forums and content communities (such as flicker and youtube) to a moderate extent. Moreover, the companies employed podcasts and blogs to little extent. Customer relationship

management influenced performance of mobile telephony companies in Kenya to a very great extent. In addition, content communities influenced performance of mobile telephony companies in Kenya to a very great extent.

The study found that mobile phone marketing influenced performance of mobile telephony companies in Kenya to a great extent. The companies employed SMS to a very great extent. In addition, the companies employed Mms and video technology to a moderate extent. Moreover, the companies employed bluetooth and infrared to little extent. Effectiveness of SMS and Mms influenced performance of mobile telephony companies in Kenya to a great extent. In addition, cost saving through Infrared and Video technology influenced performance of mobile telephony companies in Kenya to a moderate extent. Moreover, Bluetooth convenience influenced performance of mobile telephony companies in Kenya to little extent.

The study found that website marketing influenced performance of mobile telephony companies in Kenya to a great extent. The companies employed corporate (brand) website to a very great extent. In addition, the companies employed marketing website to a great extent. Consistent brand images and customer feedback and supplement influenced performance of mobile telephony companies in Kenya to a very great extent. In addition, connectivity through website influenced performance of mobile telephony companies in Kenya to a great extent.

The study found that the trend of sales volume, revenue generated and accounts acquired had greatly improved. In addition, customer relationship satisfaction and margin achieved had greatly improved. Moreover, results on time and reports on time

had greatly improved. Also, performance within agreed expense budgets had greatly improved.

### **5.3 Conclusions**

The study concludes that across the e-marketing platforms solutions that allow for interaction, partnership and customer relationship management for mobile telephone companies are the most impactful on organization performance.

Social media networking affected performance of mobile telephone companies in Kenya to the greatest extent because this platform allows continuous customer engagement. This platform is also very flexible and can be quickly adapted to address consumer requests, pass on new product information and offers and allow for immediate customer feedback.

The study concludes that mobile phone marketing influenced performance of mobile telephony companies in Kenya to a great extent, the strength of mobile phone marketing is its ability to reach millions of users very quickly and very cost effectively.

The study concludes that website marketing influenced performance of mobile telephony companies in Kenya to a great extent. The core of the company's internet activity is their website. Mobile telephony companies have a corporate website that communicates the company's products and services and also informs customers on how to use certain services, and allows customer questions and feedback.

Email is a traditional e-marketing tool and is considered to influence the performance of mobile telephony companies in Kenya to a moderate extent. RSS (real simple syndication) and partnerships are considered to work better than emails.

#### **5.4 Recommendations**

The study recommends mobile telephony companies leverage other social network marketing tools such as blogs, podcasts, forums and content communities to create even more opportunities of connecting with consumers. New social networking platforms such as instagram that are growing in popularity should also be considered.

The study finds that mobile phone marketing does not have a strong positive relationship with organizational performance of mobile telephone companies. We recommend that others modes of mobile phone marketing such as video technology be considered as they are more effective in communication and demonstration compared to sms and therefore may contribute more to organization performance of mobile telephony companies.

Website marketing is important for corporate brand image and customer relationship building. The study recommends Mobile telephony companies to continuously invest in website marketing.

#### **5.5 Suggestions for further study**

This study focused on establishing the effect of adoption of electronic marketing practices on organizational performance of Mobile telephony companies in Kenya. More research needs to be carried out in other organizations to find out if the same

findings will be obtained. Further study should also focus on antecedents of electronic marketing adoption. The study also suggest another study to be undertaken on challenges arising as a result of social media marketing so as complement this study.

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## APPENDICES

### Appendix I: Research Questionnaire

#### Section A: Introduction

In the questionnaire below we would like you to indicate the extent to which you believe different types of electronic marketing are impacting on the organizational performance of mobile telephone companies in Kenya, and then how much you feel the different electronic marketing practices are contributing to your company's organization performance.

We would be grateful if you spared a few minutes to answer the questions

#### SECTION B: Electronic Marketing Practices

##### Email

- 1) Please indicate in your opinion, the extent to which Email marketing affects organizational performance among mobile telephone companies in Kenya (**Please put an X on one**)

Very great extent    5[ ]    Great extent    4[ ]  
 Moderate extent    3[ ]    Small extent    2[ ]    Not at all 1[ ]

- 2) Please indicate in your opinion, the extent to which your company employs each of the following forms of email to enhance organization performance?

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
Opt-in email					
Opt-out email					
Spam email					
RSS (real simple syndication) of education or informative articles					
Email newsletter and campaigns					
Partnering arrangements					

Others (specify)					
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3) Please indicate in your opinion, the extent to which the following aspects of Email marketing affect organizational performance among mobile telephone companies in Kenya

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
Email newsletter efficiency					
Partnering arrangements					
Others (specify)					

### Social network marketing

4) Please indicate in your opinion, the extent to which social network marketing affects organizational performance among mobile telephone companies in Kenya (Please put X on one)

Very great extent 5[ ] Great extent 4[ ]  
 Moderate extent 3[ ] Small extent 2[ ] Not at all 1[ ]

5) Please indicate in your opinion, the extent to which your company employs each of the following forms of social network to enhance organization performance?

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
Facebook					
Twitter					
Blogs					
Podcasts					
Forums					

Content communities (such as Flickr and YouTube)					
Others (specify)					

6) Please indicate in your opinion, the extent to which the following aspects of social network marketing affect organizational performance among mobile telephone companies in Kenya

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
Customer relationship management					
Content communities					
Others (specify)					

### Mobile Phone Marketing

7) Please indicate in your opinion, the extent to which mobile phone marketing affects organizational performance among mobile telephone companies in Kenya (**Please put X on one**)

Very great extent 5[ ] Great extent 4[ ]

Moderate extent 3[ ] Small extent 2[ ] Not at all 1[ ]

8) Please indicate in your opinion, the extent to which your company employs each of the following forms of mobile phone services to enhance organization performance?

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
SMS					
Mms					

Bluetooth					
Infrared					
Video technology					
Others (specify)					

9) Please indicate in your opinion, the extent to which the following aspects of mobile phone marketing affect organizational performance among mobile telephone companies in Kenya

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
SMS and MMS					
Bluetooth convenience					
Cost saving through Infrared and Video technology					
Others (specify)					

### Website

10) Please indicate in your opinion, the extent to which website marketing affects organizational performance among mobile telephone companies in Kenya (**Please put X on one**)

Very great extent    5[ ]    Great extent    4[ ]  
Moderate extent    3[ ]    Small extent    2[ ]    Not at all    1[ ]

11) Please indicate in your opinion, the extent to which your company employs each of the following forms of website to enhance organization performance?

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
Corporate (brand) website					
Marketing website					
Others (specify)					

12) Please indicate in your opinion, the extent to which the following aspects of website marketing affect organizational performance among mobile telephone companies in Kenya

	To Very great extent (5)	To Great extent (4)	To Moderate extent (3)	To Small extent (2)	Not at all (1)
Connectivity through website					
Consistent brand images					
Customer feedback and supplement					
Others (specify)					

13) How does website marketing affect organizational performance in your company?

.....  
 .....  
 .....

14) What is the trend of the following measures of performance in the company for the last five years?

		Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Quantity	Sales volume					
	Revenue generated					
	Accounts acquired					
Quality	Customer relationship satisfaction					
	Margin achieved					
Timeliness	Results on time					

	Reports on time					
Cost effectiveness	performance within agreed expense budgets					