THE EFFECT OF MEDIA STRATEGY ON ADVERTISING EFFECTIVENESS AMONG THE MOBILE SERVICE PROVIDERS IN KENYA

BY

EVA THUMBI

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DECLARATION

This project is my original work and has not been presented for a degree in any other university or institution.

Signature_____   Date_____

Eva Thumbi

D61/P/8891/2004

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

Signature_____   Date_____

Mary Kinoti (Mrs)

Lecturer, School of Business

University of Nairobi

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DEDICATION

I would like to dedicate this project to God who made all things possible and to my family to my family for their constant encouragement and much needed motivation and without whom my academic dreams would not have been realized.

ABSTRACT

Billions of Kenya shillings have been spent on the advertising by large corporate companies in Kenya with mobile service providers taking the biggest share of the advertising spend. There are over 40 radio stations, over 10 television stations and a number of print newspapers and magazines in Kenya and therefore is a great need to identify a way to communicate your message to the right target market effectively. Media strategy involves determining which communication channels will be used to deliver the advertising message to the target market at the right time. Decisions must be made regarding which types of media will be used (e.g. newspapers, magazines, radio, TV, billboards) as well as specific media selections (e.g. a particular newspaper or TV program). This task requires careful evaluation of the media options' advantages and limitations, costs, and ability to deliver the message effectively to the target market.

The purpose of the study was to identify what media strategies are being used by mobile phone companies and to determine the extent to which these media strategies influence advertising effectiveness. The study sampled all four mobile phone companies in Kenya; Safaricom, Airtel, Essar and Orange Telecom through census due to the small number of the population study. The study revealed that Radio, TV and Newspapers are the top three most used medium to advertise and the greatest challenge in identifying the media strategy was monitoring. A key objective was to determine the extent to which these media strategies influence advertising effectiveness and the two top most reasons were given as brand awareness and knowledge and recall.

The researcher recommends that mobile service providers' media strategies should be regularly analyzed including all internal and external factors affecting them to measure their influence on advertising effectiveness.

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CHAPTER ONE: INTRODUCTION

1.1   Background of the Study

In the world today, everyone at some degree is influenced by advertising and other forms of promotions. It could be advertising from newspapers, magazines, television, internet, digital screens, facebook, twitter and bus stop. Hence for organizations to succeed, it is important that advertisers in both the public and private sector communicate effectively and efficiently to their target audience (Belch and Belch, 2007).

The top leading advertisers in the country spent more than Kshs. 200 million in the first six months of the year 2008 (Synovate 2010). With the increasing number of media vehicles rising by the day, advertising and promotional industry is changing. These changes are coming from all areas. They are coming from advertisers who are demanding better results from their advertising and promotional shilling, lean but highly creative smaller agencies who want a larger share of the shilling spent by companies each year, consumers who no longer respond to traditional forms of advertising and the new technologies that may reinvent the very process of advertising. These changes are being driven by advances in technology and developments that have lead to the rapid growth of communications through interactive media particularly the internet (Belch and Belch 2007).

It is interesting to note that more than two million Kenyans are on Facebook, with new research indicating that the popular social networking website is slowly edging out the e-mail as the preferred mode of electronic communication. Research from Synovate reveals that 79 per cent of Internet-savvy Kenyans visit the website, using it as a primary means to talk to friends, relatives and work mates. Weekly Internet usage has more than doubled in the last two years while monthly usage grew by 80 per cent making it the fastest growing media last year, with more than 3.5 million monthly users. On average, Kenyan Internet users spend approximately 70 minutes on the Internet per visit (Kinyanjui 2011).

There is already an integration of knowledge basically arising from the convergence of technologies and industries. Opportunities for entrepreneurs are now emerging at the intersection of two or more seemingly converging industries. A clear example is the marriage of

telecommunication and finance to produce services like M-Kesho by Equity Bank and Safaricom (Ngahu 2011). In Kenya, a rebound in advertising spend with the ongoing economic recovery is driving up the profitability of media companies, promising investors better full-year returns (Juma, 2010).

1.1.1 Concept of Media Strategy

A media strategy informs customers about projects and programs through newspapers, radio, television and videos, billboards, posters and variable message signs, mass mailings of brochures or newsletters and distribution of fliers. Selection of advertising media and vehicles is one of the most important and complicated of all marketing communications decisions. Media strategy must be coordinated with marketing strategy and with other aspects of advertising strategy.
The aspects of media strategy involve four steps: One, selecting the target audience toward which all subsequent efforts will be directed. Two, specifying the media objectives. Three, selecting general media categories and specific vehicles within each medium and four, buying media (Shimp, 2007).

For many years, marketers, advertising agencies and academicians have been debating on the applicability of standardized concepts and strategies of advertising (Gammon and White, 2011). Many studies have examined the perceptions of users towards the different advertising media (Brackett and Carr, 2001; Ducoffe, 1996; Bruner and Kumar, 2000; Gong and Maddox, 2003; Schlosser et al., 1999; Wolin et al.,2002). But, little scholarly attention has been paid to whether the content in mass media advertisements are noticed and what effects they have.

Little is known about the media strategies that advertisers use (Maddox et al., 1997). Pardun and Lamb, (1999) concur and Peterson (1997) affirmed that advertising practitioners are now beginning to think strategically about a media strategy. Newspapers, radio and magazines, for instance, have the highest noticeability among the target respondents. Print's chief advantage is its credibility in the eyes of while newspapers and magazines tend to lead all media in terms of authority, authenticity and depth of information (Kotler and Keller 2009).

1.1.2 Advertising Effectiveness

In evaluating the impact of advertising, Schiffman and Kanuk, (2007) advised that advertisers should find out whether their advertising message measures the persuasion effects, (that is, was the message received, understood, and interpreted correctly) as well as the sales effect, (that is, did the ad increase sales).

There are four advantages for measuring effectiveness. One advantage is that measuring effectiveness avoids costly mistakes. A lot of moneys are put behind media activities and if the media program is not achieving its objectives, then the advertiser needs to know so that he can stop wasting money on it. Second, evaluating alternative strategies to determine which strategies are likely to be effective. Third, increasing the efficiency of advertising in general and account for their programs and fourth, determining if objectives are achieved and get value for their investment (Belch and Belch 2007). There are strategic reasons for advertising in addition to directly boosting sales like discouraging the entry of new competitors (Maina, 2008). Unless creativity is put into the advert, the resultant would be misplaced advertising that would just cost more (Rotfeld, 2002).

1.1.3 Mobile Service Providers in Kenya

The mobile industry in Kenya has tremendously grown over the last few years. According to the Kenya Economic Survey (2010), the mobile telecommunications in specific, maintained its upward trend by posting a 34.2% growth in the subscriber base, with connections rising to 17.4 million in 2009.

There are four main players in the Kenya mobile industry. According to the Communication Commission of Kenya, quarterly report for October to December 2010, 2,650,281 new mobile subscribers were recorded joining the four mobile operators in Kenya representing 12.0 per cent growth. Safaricom remained on top of the three other operators with a subscription market share of 69.9 percent and registered 736,777 new subscribers in its network between October and December 2010. Airtel with a market share of 15.2 percent was ranked second and had 814,708 new subscribers followed by Orange with a market share of 8.5 percent netting 972,928 new users within the quarter. Essar Telecom, Yu with a market share of 6.4 percent added 125,868 new subscribers to its network. The significant growth could be attributed to massive promotion

and marketing activities by all the mobile operators a factor that could have contributed to increased subscriptions.

During the quarter, there was a significant re-alignment of the market share. Telkom Orange and Airtel Networks gained 4.5 and 1.7 percentage points respectively of market share while Safaricom and Essar Telecom lost by 6.0 and 0.3 percentage points respectively. In terms of absolute net additions, Telkom Orange registered the highest number during the quarter under review with 972,928 new subscriptions followed by Airtel with 814,708 and Safaricom with 736,777 respectively. Essar Telecom had the least additions of 125,868 subscriptions.

The mobile sector is very active in the advertising world in Kenya. Infact according to one local daily, Safaricom is the biggest advertiser, splashing 3.3 billion Kenya shillings in the six moths to June 2010, representing a 44 percent growth over 2.1 billion Kenya shillings the previous year (Juma 2011).

1.2   Statement of the problem

Several media channels both radio and television are able to broadcast media regionally and nationally with the liberation of airwaves in Kenya. There are also other numerous media vehicles available for promotion and advertising like the internet, billboards and newspapers. Advertisers have therefore a variety of media vehicles and their key challenge is the type of media and what kind of effect their media strategy will have on the target market. A successful media strategy requires a confluence of the right message delivered to a targeted audience via appropriate advertising media. But accomplishing this is no easy task in view of the ever-changing competitive situation and evolving consumer tastes and preferences.

Safaricom spends the largest amount of money in terms of advertising followed closely by Airtel Limited among the large and multi-national firms. There are strategic reasons for placing advertisements in the media according to Maina (2008) but Rotfeld (2002) also notes that an advertisement may also end up as a waste of money. An analysis of the amount of money spent on advertising was presented by (Juma 2010) hence very little is known on the media strategy used by the mobile service providers as well as its effectiveness.

Abrahamson (1996) acknowledged the importance of strategy and benefits to the target consumers but did not present the effect of advertising. He noted that media strategies and advertisements need to have a theoretical blueprint that it can promote to its clients.

Several studies have attempted to develop formal theories of a media strategy with the aim of facilitating the design of advertisements and the practical execution of campaigns (Cook 2001). These media strategy models did not reveal the effects of advertising.

There have been many changes in the media industry and despite significant changes in contemporary culture; the focus of media literacy remains much the same – meeting the challenge of accessing, analyzing, evaluating, and creating various media forms (Gammon and White, 2011). In embracing all forms of media as well as roles that extend beyond passive consumption, there is need to discover newly empowering skills that will provide best practice.

1.3 Objective of the Study

The general objective of the study was to examine the effects of a media strategy among the mobile service providers in Kenya. Therefore the objectives of the study were:

  i. To identify what media strategies are being used
 ii. To determine the extent to which these media strategies influence advertising effectiveness

1.3 Importance of the Study

The study will be beneficial to academicians as it will present the effects of a good media strategy. It also will be important to scholars who venture into the field of media and advertising and study any unstudied area of research.

Kenya was the dominant advertising market in the East Africa region in 2008 with an advertising expenditure of more than gross one billion million Kenya shillings, according to the Synovate Group (2010). The largest spenders were the mobile service providers. It is therefore important that an effective media strategy is in place. The results of this study will be important to the CEOs, the marketing managers, the Product managers, Business Analysts, Sales managers and decision makers of the firms to determine the effects of their media strategy so as to ensure that the strategic advantages are reaped.

The study will also be important to the stakeholders in the media industry, the regulators, marketing agencies and the general public by providing insights into the subject area. The study will also act as a stimulus for further research in the area of mobile media planning.

1.4   Scope of the Study

The study focused on the effects of a good media strategy on advertising effectiveness among the mobile service providers. It specifically examined the parameters for media strategy, the content and effectiveness in an attempt to understand the influence of a media strategy. The study was conducted in Nairobi, which is the headquarters of all mobile service providers and the target respondents were the Advertising Managers, Media Managers, Marketing Managers and Product Managers.

CHAPTER TWO: LITERATURE REVIEW

2.1   Introduction

This chapter highlighted media strategy, the media strategy processes, types of media, media selection, factors influencing media selection and advertising effectiveness.

2.2   Media Strategy

Media strategy is defined as the overall media plan for implementing the marketing strategy of a company by means of advertising. It is the development of a specific and detailed process of reaching the appropriate people, target market, at the right time and place at the minimum cost to achieve the marketing objectives. Examples of such strategies today have revolved around an Integrated Marketing Communications approach whereby multiple channels of media are used that is, advertising, public relations, events and direct response media (Shimp 2007).

Media strategy is concerned with how advertising messages will be delivered to consumers or niche markets. It involves identifying the characteristics of the target audience or market, who should receive messages and defining the characteristics of the media that will be used for the delivery of the messages, with the intent influencing the behaviour of the target audience (Belch and Belch, 2003).

Media strategy involves four processes of media strategy. The first process is selecting the target audience at which the advertisement is aimed. Second, specifying the objectives of the media that advertising schedule is designed to accomplish during the planned advertising period. Third, selecting the media categories and vehicles. The choice of using television, the press, cinema, radio or some combination of media and lastly, buying the selected media (Shimp 2007). Thus a media strategy involves selecting the media that is appropriate for the message and product requirements to reach the audience that the advertiser desires, in appropriate numbers, in a receptive frame of mind, at the correct time and at an economical cost.

The Internet has become an important consideration when fashioning strategy. Bartlett and Ghoshal (1987) propose a useful typology to analyze media strategies and they suggest that,

depending on the type of criterion an organization wants to emphasize to achieve greater effectiveness, it should choose a typically, multinational, international or transnational strategy.

Brierley (1998) noted that the advertising industry is competitive and fast moving, and operates within a commercial environment wherein "anything that works" is "quickly copied by other agencies" in terms of using a model for media advertising. Hence, a firm may observe rival advertising service providers declaring to their clients that they possess unique insights into the advertising process (manifest perhaps in their proclaiming that they have devised their own in-house models of how advertising works) and consequently come to believe that it too should have a theoretical blueprint that it can promote to its clients (Abrahamson, 1996).

A new method is more likely to be adopted if it could be tried out before final acceptance, and trial could occur vicariously via the observation of other firms or by asking outsiders about their experiences over the different types of media (Rogers, 1995).

2.3   Types of Media
Media has been divided into "traditional media" and "new media" by many scholar and practitioners. Advertising is everywhere around us: in newspapers, in magazines, on billboards along the streets, on television, in radio, in means of public transport and any place the sponsor pays to distribute their message and the effects of the advertising influence us whether we like it or not (Cook 2001).

The media plan begins with a consideration of alternative classes of media. Which media class, or media classes or combination will best fit the requirements of the message and of the marketing plan? The wise media planner must keep alert to the changing nature of media available to him. The classes of media best serving purposes today may be evaluated differently tomorrow (Kotler and Keller 2009).

Regional newspapers vary widely in their coverage of, and respect for, evolution while partisan magazines, especially conservative ones, have a great many things to say on the subject. Television coverage on the major networks is substantially more sedate than it is on cable and

the extent and quality of coverage of media issues is influenced by a host of journalistic, social, political and economic factors (Rosenhouse and Branch, 2006). Khan (2009) identifies the following media: television, radio, newspapers, magazines, direct mai, out door, internet and interactive media.

2.4 Media Selection

Advertising media selection is the process of choosing the most cost-effective media for advertising, to achieve the required coverage and number of exposures in a target audience. It is typically measured in two dimensions; the frequency; to maximize overall awareness, the advertising must reach the maximum number of the target audience and the spread, ideally all of the audience should receive the average number of OTS (opportunity to see), according to Ogilvy (1983).

2.4.1 Factors Influencing Media Selection

Any advertising media must deliver the message in an appropriate form to the proper audience. Thus, the media selection takes into account those characteristics of media that relate to message needs and audience requirements. The basic characteristics include:

Media exposure is determining how much advertising volume is required to accomplish advertising objectives. Exposure is described by ratings. Rating is generally a judgment about something. Ratings refer to the percentage of an audience that has an opportunity to see an advertisement placed in a particular media vehicle.

Gross rating points reflect the gross weight that a particular advertising schedule has delivered. It is the reach times frequency. If a given media schedule reaches 80% of homes with an average exposure frequency of 3, media schedule has a gross rating point of 240.

It is important to note that a great number of GRP's does not necessarily indicate superiority. Many advertising practitioners have become critical of the gross rating point because it assumes that each exposure is of equal value. Whether the first or the tenth exposure. This determination of media effectiveness takes into consideration how often persons of the target audience have an opportunity to be exposed to advertising messages for the brand. (Shimp 2007)

Exposure simply means that consumers come in contact with the marketer's message (they see a magazine advertisement, hear a radio commercial or notice an Internet banner). In this study therefore, although exposure is an essential preliminary step to subsequent stages of information processing, the mere fact of exposing consumers to the marketing communicator's message does not ensure the message will have any impact, hence the study will examine the effect of a good media strategy (Shimp, 2007).

Media frequency is the number of times the receiver is exposed to the media vehicle in a specified period (Belch and Belch, 2003). Frequency is the number of times the advertisement is released while reach is the total number of persons exposed to advertisement. Establishing frequency goals for an advertising campaign is a mix of art and science but with a definite bias toward art (Khan, 2006).

Several factors can determine the reach achieved with a particular media. Firstly, use of multiple mediums. More people are reached when media is allocated among multiple media. For example, the use radio and television. The second factor is the number and diversity of media vehicles used. An advertiser can position his advert on one or more television channels and increase his reach. Third reach can be increased by diversifying the daypart used to advertise a product or service. Television advertising can be spread out during prime news times, entertainment time etc (Shimp 2009).

Media reach is generally regard reaching specific audiences efficiently as the most important consideration when selecting media and vehicles (Shimp 2009). Reach is the number of different persons or household exposed to a particular media schedule at least once during a specified time period (Kotler and Keller, 2007). Reach represents the total number of persons who hear/see or at least one of the advertiser's messages at a specified time frame. The specific time frame can be one week, one month or some other length.

Effective reach represents the percentage of a vehicle's audience reached at each effective frequency increment. This concept is based on the assumption that one exposure to an advertisement may not be enough to convey the desired message (Belch and Belch, 2003).

The advertisement must be exposed to reach the consumer and repeated exposure to positive emotions, reinforces product and brand preference (Khan, 2006). Media specialists must know what audiences the media reach, their rates and how well they match the client's target market

(Belch and Belch, 2003). Ultimate success generally depends upon message quality and frequency according to Shimp (2007) who notes that frequency value planning is an approach that attempts to get the most out of an advertising investment in the sense of selecting the most efficient advertising schedule.

Geographical coverage is another consideration influencing the media selection. There is no point in advertising to people who don't live in an area where the product or service is sold. Geographical consideration refers to the ability of media to deliver the advertiser's message to a specific market (Kotler and Keller 2009).

Target audience consists of the total number of people reached by the medium. The advertiser needs to know the number of people that are reached by a television station or a magazine publication to make a realistic judgment of a medium's potential effectiveness. The advertiser will also want to know the degree of interest that people have in the program and how closely the characteristic of the medium's audience match the profile of the target market. Most media provide the advertiser with data in their audiences categorized by demographic characteristics (Kotler and Keller 2009).

Continuity is the regularity of effort in an advertising plan over a period of time. Continuity is a function of scheduling. The advertiser who schedules one advertisement per week for fifty two weeks develops a high level of continuity. The advertiser who schedules an advertisement one month, then skips four months, then schedules another, has a low degree of continuity. For some products a consistency effort is important. Continuity describes the matter of how advertising should be allocated during the course of an advertising campaign. Media planning have three general alternatives relating to allocating the budget over the course of the campaign. Continuous, rising and flighting schedules. In a continuous schedule, there are equal or relatively equal numbers of advertisement investment throughout the year. Rising schedule is when some advertising is used during every period of the campaign but the amount of advertising varies from period to period. In a flighting schedule, the advertiser raises expenditure throughout the campaign and allocates zero expenditure in some months (Shimp 2007).

Cost is a consideration where advertisers attempt to allocate the advertising budget in a cost efficient manner subject to satisfying other objectives. Some mediums can be very expensive as compared to others. Radio advertising is generally cheaper that television advertising. Usually the most important and universal indications of media efficiency is the cost per thousand exposures. Cost per thousand is the cost of an advertisement divided by 1000. It is the cost of reaching 1000 people. Money spent on advertising forms an important cost factor as budget decision may lead to profitability or drain away most of the profits. Advertisement can be considered as an investment into future sales, building brand equity and customer loyalty. Proper budget allocation for long-term advertising effect is necessary for proper planning (Khan 2009).

Flexibility. An effective media strategy requires a degree if flexibility. The marketing environment is rapidly changing and media selection may need to be modified. If the selection has not built in some flexibility, then opportunities may be lost or the company may not be able to be address new threats (Belch and Belch 2007).

Nature of the product. The advertiser must review the nature of the product and service, the intended objectives and strategies that have been developed and the primary and secondary target markets and audiences. The nature of the product may suggest the type of media to be used. Media types have different potential for demonstration, explanation, visualization and color. Women's dresses are best shown in color magazine (Kotler and Keller 2009).

Positioning. Positioning of a radio or television broadcast during the day or night can make considerable difference no only in the size of the audience but also the composition, television set usage is greater during the evening times than the day times. Radio set usage is greater in the daytime. Advertisers give attention to the size and composition of audience they can potentially expose their messages to when selecting the positioning, the time of day or night on broadcast media (Kotler and Keller 2009).

Message requirements. Message requirements may partially dictate proper media selection where media characteristics are important. If the message is most persuasively presents by

demonstration then television rates high. If the message is intended to imply newness or urgently, print can be of use (Kotler and Keller 2009).

2.5   Advertising Effectiveness

All plans need some evaluation to access their performance. After implementing the media plans, one needs to know whether or not they were successful. Measures of effectiveness consider two factors. One, how well did the media strategies achieve the media objectives? Two, how well did this media plan contribute to attaining the overall marketing and communications objectives? If the media plans are successful, they should be used in future plans, if not they should be analyzed. (Belch and Belch 2003)

Measuring advertising effectiveness is important to understanding the extent to which a specific campaign meets a company's objectives. This is commonly gauged by measuring the effect on sales, brand awareness, and brand preference, among other things. Advertising effectiveness measures are recall, recognition, attitude toward the advertisement, attitude toward the brand, and purchase intention (Kotler and Keller 2009).

Advertising effectiveness depends on whatever the advertising is trying to achieve. Evaluations can be made of specific advertisements or of total advertising effort. Further, the evaluations can be based on communications tasks performed or on changes in behavior resulting from advertising exposure. By setting targets for each objective, advertising evaluation can assess whether objectives have been achieved. A company can monitor sales or market share if their advertising objectives were in terms of sales or market share. Advertising effectiveness can be measured before, during and after media campaign. Pretesting takes place before the campaign is run and is part of the creative process. Rough television advertisements can be created and tested with target consumers and the results provide important input from the target consumers themselves. This can be done through focus groups. Once an advertisement has run, post testing can be used to assess its effectiveness. The top three measures used in post –test include image/attitude change, actual sales and usage. The key to evaluating advertising is to consult with target audience as a measure of effectiveness (Jobber 2006).

2.5.1 Communication-effect research

This seeks to determine whether an ad is communicating effectively, that is, its potential effect on awareness, knowledge or preference. This research can be done both before an advertisement and put into media and after it is printed or broadcast. There are three methods of pretesting. The first method is the consumer feedback method. This method asks consumers for their reaction to a proposed ad like what is the main message you get from an advertisement, how an advertisement make you feel etc. Another method, the portfolio tests ask consumers to new or listen to a number of advertisements. Consumers are then asked to recall all the ads and their content, aided or unaided by the interviewer. Recall level indicates an ad's ability to stand out and to have its message understood and remembered. The last method, laboratory tests are equipments to measure physiological reactions (heartbeat, pupil dilation etc) to an advertisement. These tests measure attention getting power but reveal nothing about impact on beliefs, attitude or intentions (Kotler and Keller 2009).

2.5.2 Sales Effect research

Advertising sales effect is generally harder to measure than communication effect. Sales are influenced by many factors like features and price. The fewer or more controllable these factors are the easier it is to measure effect on sales. The sale impact is much easier to measure in direct marketing and less easy to measure in brand or corporate image building advertising (Kotler and Keller 2009).

2.6 Media Strategy and Advertising Effectiveness

The advertising medium is the carrier of the advertising message and this medium can be very expensive. Financial services companies in Kenya, led by insurance firms and banks, were the third largest spenders splashing Sh2.8 billion, up from Sh2.2 billion in the first half of 2010 (Juma, 2011). Furthermore, banks in Kenya upped their advertising spend in their quest to expand loan books as the buildup of confidence in the economy made consumers less wary of borrowing and lenders loosened their purse strings. Banks like Kenya Commercial Bank and Barclays Bank of Kenya spent millions aggressively promoting their unsecured personal loans and mortgage products. As advertisers spend this amount of many, there is need to determine the effectiveness of these expenditures becomes increasingly important. If a certain strategy is not

achieving its goals, then there is need to know so that a company can stop wasting money. This avoids costly mistakes and helps companies develop more efficient and effective communication. A company needs to know whether target market is getting their message and acting on it. Advertisers strive to determine whether their communications are working and how well they are working relative to other options. Assessing effectiveness is a critical aspect of media management because only by evaluating results is it possible to determine whether objectives are being accomplished. Media advertising is effective if it meets the advertisers' objectives.

According to Shimp (2007), good advertising satisfy the following considerations. One, it must extend from the overall marketing strategy. Media strategy should be compatible with the overall marketing strategy of a firm. Two, effective advertising must state the consumer's view. Advertising must be stated in a way that relates to the consumer needs. Three, advertising must find a unique way to break though clutter. There is competition and companies compete for the consumers' attention. Four, good advertising should never promise more that it can deliver. Consumers learn quickly and when they have been deceived, they will resent the advertiser. Lastly, good advertising presents the creative idea from overwhelming the strategy. The purpose of advertising is to inform and ultimately sell companies' products and or services.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter presented the methodology that was used to collect primary data. It outlined the research design, population of the study, the data collection instruments, and data analysis.

3.2 Research Design

A descriptive research design was used to collect information that would determine the media strategies that the mobile service providers used and the extent to which these media strategies influence advertising effectiveness.

3.3 Target Population

The population of the study consisted of the four mobile service providers operating in Kenya namely Safaricom, Airtel, Essar and Telkom Orange. Due to the small size of the population of the study, a census was conducted.

3.4 Data Collection

Primary data was collected through a questionnaire. The questionnaire was semi-structured with both open and closed ended questions. The questionnaire consisted of three parts. Part one were questions on the background, part two were questions on the media strategy and part three had questions on media strategy and effectiveness. Data was collected from the Marketing Manager, Advertising Manager, Product Manager or Media Manager of each of the mobile service providers. The questionnaires were delivered to the respondents who filled them and later collected.

3.5 Data Analysis

The data collected was analyzed by using descriptive statistics which enabled the data to be summarized and organized in an effective meaningful way. Cross tabulation was then carried out and the variables that were given prominence were those presumed to affect or determine the effectiveness of their advertising.

Summary

Objectives	Question
To identify the media strategies	4, 5, 6, 7, 8, 9, 10,11,
To determine the extend to which these media strategies influence advertising effectiveness	12, 13, 14, 15

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter deals with data analysis, presentation and the interpretation of the findings. The data presented includes background information, the media strategies used and the extent to which these media strategies influence advertising effectiveness.

4.2 Background Information

4.2.2 Size of organization

According to the findings, 50% of the respondents said that their organizations had more than 1000 employees while another 25% reported that they had employees between 501 and 1000. This implies that majority of the mobile service providers are large sized organizations. The findings are shown in table 1 below.

Table 1: Number of employees

Number of Employees	Percentages
201 - 500	25
501 - 1000	25
More than 1000	50

4.2.3 Annual media budget

As shown in table 2 below, 80% of the respondents indicated that their annual media budget is between kshs. 101 million – 1 billion while 20% of the respondents indicated that their annual media budget was uotp Kshs. 100 million. This indicates that mobile service providers allocate large amount of finances for their media advertising.

Table 2: Annual Media Budget

Annual Media Budget	Percentages
Upto Ksh 100 million	20
Between 101 - 500 million	40
Between 501 - 1 Billion	40

4.3   Media Strategies used by mobile service providers

4.3.1   Type of Media Vehicles

The respondents said that radio was used to a very large extent as a a media vehicle with a mean score of 4.8 while television and newspaper were used to a large extent both with a mean score of 3.6. The most commonly used media vehicle among the mobile service providers are radio, television and newspapers in that order.

Table 3: Extent of use of different type of media vehicles

Media Vehicles Usage	Mean score
Radio	4.8
Television	3.6
Newspapers	3.6
Outdoor Media (Billboards, wall branding, events)	3.4
Social Media (Internet)	3.4
Digital signs (Bus, supermarkets, malls)	3.2
Magazines	3.12
Road Shows	3
Cinema advertising	1.2

4.3.2   Media Timings for radio and television

The radio timing that the respondents indicated to use to a very large scale according to the findings were between 8-10am, before 8am and 7-9pm with mean scores of 4.2, 4 and 4 respectively. This implies that the most popular radio timing for radio advertising used by the mobile serve providers is in the morning hours before 8am, between 8-10am and in the evening hours of between 7-9pm as indicated by the table below.

Table 4 - Radio timings preference

Radio timings preference	Mean
Before 8am	4
8:01 -10am	4.2
10:01 – 12noon	3.6
12:01 – 2pm	3.4
02:00 – 4pm	3.4
04:00 – 7pm	3.8
7:00 – 9pm	4
After 9pm	3.25

In relation to television timing as a media strategy, the respondents stated that the timing between 7-9pm is used to a very large extent with a mean score of 5 followed by the television timing after 9pm and between 4-7pm which were also used to a large extent with mean scores of 4 and 3.8 respectively. The most commonly used time for television advertising by the mobile service providers is during the hours of between 7-9pm as shown in table 5 below.

Table 5 – Television timing preference

Television timing preference	Mean Scores
7:00 – 9pm	5
After 9pm	4
04:00 – 7pm	3.8
12:01 – 2pm	3.4
Before 8am	3.25
02:00 – 4pm	3.25
10:01 – 12noon	2.4
8:01 -10am	2.2

4.3.3 Factors and challenges considered when developing a media strategy

According to the findings, the message of the advertisement scored 35.7% which implies that it is considered as a major factor when considering to developing a media strategy. Other factors included target audience, reach and costs, each with scores of 21.4% of the respondents as shown in the table 7 below.

Table 6: Factors when developing a media strategy

Factors to consider when developing a media strategy	Percentage of response
The message	35.7 %
The target audience	21.4 %
The reach	21.4 %
The Costs	21.4 %

4.3.4 Challenges when developing a media strategy

From the findings, 50% of the respondents reported that cost is seen as an important challenge when developing their organization's media strategy, while 25% of the respondents indicated that competitor activities is another challenge. Target audience and media timings were also mentioned as challenges when developing a media strategy with a score of 12.5% each as shown in table 8 below.

Table 7: Challenges when developing a media strategy

Challenges of developing a media strategy	Percentage of response
Cost	50
The timelines	12.5
Competitor activities	12.5
The target audience	12.5

4.3.5 Responsibility of developing media strategies

The marketing manager or director is the decision maker of their media strategies development and implementation according to 80% of the respondents while 50% of the respondents reported that advertising agencies are held responsible for developing the media strategies. This implies that in mobile service providers organizations, marketing managers are responsible for media strategy decisions.

Table 8: Person responsible for media decisions

Responsible for developing media strategies	Architect	Decision maker
CEO		
Marketing Manager/Director	20%	80%
Advertising Manager	30%	20%
Product Managers		
Advertising Agency	50%	

4.3.6 Frequency of developing media strategies

According to the findings, 37.5% of the respondents said that their organizations plan their media on quarterly basis followed by monthly and annually with a mean score of 25% each. This implies that media strategy planning is done on a quarterly basis as indicated on table 10 below.

Table 9: Frequency of developing media strategy

Frequency of developing a media strategy	Percentages
Quarterly	37.5%
Annually	25%
Monthly	25%
Semi-annually	12.5%

4.4 Media Strategy and Advertising Effectiveness

The respondents indicated that their media strategies were effective with sales increase ranking number one followed by awareness and top of mind as shown in table 11 below. This implies that most mobile service providers expect their media strategies to influence sales increase of their products or services.

Table 10: Extent the Media Strategies Influence Advertising Effectiveness

Effects of Media Strategy	Rank
Sales increase	1
Awareness	2
Top of mind	2
Increase in market share	4

4.5 Association of the Media Strategy on Advertising Effectiveness of Specific Outcomes

The media strategies that respondents used in their organizations were associated to a large extent with recall and brand awareness and knowledge having a mean score of 5 each. This was followed by product trial and attitude towards the brand scoring a mean score of 4.75 each as demonstrated by table 12 below. This indicates that majority of the mobile service providers commonly expect an association between the media strategies and recall and brand awareness and knowledge as a measure of advertising effectiveness.

Table 11: Association of media strategy on advertising effectiveness of specific outcomes

Association of Media Strategy on advertising effectiveness of the outcomes below	Mean Score
Recall	5
Brand awareness and knowledge	5
Product trial	4.75
Attitude change towards the brand	4.75
Increase in sales	4.5
Maintain Brand loyalty	4.5
Brand preference	4.5
Recruitment	4.5
Increase usage	4.5
Increase in market share	4.25
Locking out competition	3.75

4.6 Challenges faced when evaluating media strategy

From the research findings, the respondents reported that 37.5% were faced with the challenge of monitoring which implied that it is one of the frequent challenges faced by mobile service providers when evaluating their media strategies.

Table 12: Challenges faced when evaluating media strategy

Challenge	% of responses
Monitoring	37.5%
The media budget	12.5%
Fragmented media	12.5%
CCK protocol	12.5%
The timings	12.5%
Competitor activities	12.5%

CHAPTER FIVE: SUMMARY, CONCLUSION, LIMITATIONS AND RECOMMENDATIONS

5.1   Introduction

This chapter summarizes the study and makes conclusion and recommendations based on the results from the data that was analyzed and presented inform of tables. The limitations and recommendations from the findings and areas for further research are also presented.

5.2   Summary of findings

The objectives of the study were to identify the media strategies that mobile service providers in Kenya used and the extent to which these media strategies influence advertising effectiveness. From the findings of the study, the three major media vehicles to include in a media strategy for mobile service providers include radio, television and newspaper. Timing on radio and television was crucial when placing an advertisement by the mobile service providers. Radio timing 8-10am was favored while the vital television timing was between 7-9pm. The study also identified that the nature of the message as a major factor in developing media strategy. The message of the product or service is key even when there are limitations on costs.

In addition, brand awareness and recall had highest mean scores of 5 each indicating that these effects were highly associated with advertising effectiveness of media strategies among mobile service providers. Monitoring and advertising budgets posed as the greatest challenge faced when evaluating media strategies and when developing a media strategy.

5.3   Conclusion

Radio was identified as the most important media to consider when developing a media strategy. Different media vehicles are available and from the findings of the study, the three top most are the radio, television and newspaper advertising with the biggest challenge being monitoring. It is important to determine how well the promotional program is meeting communications objectives and helping the firm accomplish its overall marketing goals and objectives but also why. It thus is important to determine the effectiveness of the media strategy and the respondents asserted that recall and brand knowledge are the outcomes of an effective media strategy. Factors

considered when developing a media strategy may lie in the nature of the message or in a media plan that does not reach the target market effectively. The manager must know the reasons for the results in order to take the right steps to correct the program. There is also need to have a key person in the organization that will be the architect and the decision maker Media strategies are important and need to be continually developed throughout the year.

5.4   Recommendations of the research

The researcher recommends that mobile service providers' media strategies should be regularly analyzed including all internal and external factors affecting them to measure their influence on advertising effectiveness.

5.5   Limitations of the study

The study was limited where confidentiality was a major aspect and thus was a very taxing affair collecting the data and the mobile service providers were suspicious of the study that whatever they divulge will find its way to the competitors.

5.6   Recommendations for Further Research

The researcher recommends that further study be done on measuring the return on investment (R.O.I) in media strategies among mobile firms in Kenya Media and the factors considered by mobile service providers in selecting media strategies

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APPENDICES

Appendix I: Questionnaire

PART ONE: BACKGROUND

---

1. Name of Organization _____

2. Position held in the company _____

3. Number of employees
    - ☐ 1-200
    - ☐ 201 - 500
    - ☐ 501 - 1000
    - ☐ More than 1000

4. What is your organization's annual media budget?
    - ☐ Up to Ksh 100 million
    - ☐ Between 101 – 500 million
    - ☐ Between 501 – 1 Billion
    - ☐ More than 1 Billion

PART TWO: MEDIA STRATEGY

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5. Who in your company is responsible for media strategies?

Responsible for media strategies	ARCHITECT	DECISION MAKER
CEO		
Marketing Manager/Director		
Advertising Manager		
Product Managers		
Advertising Agency		
Others, specify:		

6. How often do you develop your media strategies?

Annually	
Semi-annually	
Quarterly	
Monthly	
Others, specify	

7. To what extent does your company use the following medium to advertise its products and or services? *(Kindly tick the appropriate:* (*Key: 1= no extent; 2= small extent; 3=moderate extent; 4= large extent; 5= very large extent*)

Medium	To no extent (1)	To a small extent (2)	To a moderate Extent (3)	To a large extent (4)	To a very large extent (5)
Television					
Newspapers					
Magazines					
Digital signs (bus, supermarkets, malls)					
Cinema advertising					
Social media (Internet)					
Outdoor media (billboards, wall branding, events)					
Road shows					
Radio					
Others, specify					

8. Which media would you rate as the **TOP THREE most** used medium to advertise your company's products or services?
(Please indicate inorder of preference, 1 to 7)

Television	
Newspapers	
Magazines	
Radio	
Road shows	
Digital media	
Social media	
Cinema	

9. To what extent do you agree or disagree that the following timelines influence the choice of media to advertise your products and or services? *(Kindly tick the appropriate for Tv advertising : (Key: 1= strongly disagree; 2= disagree; 3=neither disagree or agree; 4= agree; 5= strongly agree)*

Times	Strongly disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Strongly Agree (5)
	TV	TV	TV	TV	TV
Before 8am					
8:01 -10am					
10:01 – 12n					
12:01 – 2pm					
02:00 – 4pm					
04:00 – 7pm					
7:00 – 9pm					
After 9pm					

(Kindly tick the appropriate for Radio advertising: (Key: 1= strongly disagree; 2= disagree; 3=neither disagree or agree; 4= agree; 5= strongly agree)

Times	Strongly disagree (1)	Disagree (2)	Neither agree or disagree (3)	Agree (4)	Strongly Agree (5)
	RADIO	RADIO	RADIO	RADIO	RADIO
Before 8am					
8:01 -10am					
10:01 – 12n					
12:01 – 2pm					
02:00 – 4pm					
04:00 – 7pm					
7:00 – 9pm					
After 9pm					

10. To what extent do the following factors influence the choice of media selection when developing a media strategy? *(Kindly tick the appropriate: (Key: 1= no extent; 2= small extent; 3=moderate extent; 4= large extent; 5= very large extent)*

Factors	To no extent (1)	To a small extent (2)	To a moderate Extent (3)	To a large extent (4)	To a very large extent (5)
Target market					
Frequency of ads					
Product/service characteristic					
Timings					
Costs implications allocations					
Competitor activity					
Type of media vehicle					
Reach of medium					
Others, specify					

11. Which of the following reflects the allocation advertising patterns that your company uses to advertise their products or services? *(Kindly tick the appropriate)*

☐ Our advertising is scheduled evenly throughout a given period
☐ Our advertising is scheduled for a period, followed by a period with no advertising, followed by a second period of advertising activity
☐ We advertise only for a single period
☐ Our advertising is evenly with bursts of heavy activity on certain period

12. Name three TOP most factors that you would consider when developing a media strategy for your company? Give reasons.

i)..

ii)..

iii)..

14. What is the GREATEST challenge in developing a media strategy for a mobile service provider?

i)...

ii)...

iii)...

PART THREE: MEDIA STRATEGY AND EFFECTIVENESS

15. Does media advertising work for your company? Give reasons

Yes: _____

No: _____

Other, specify _____

16. On a scale of 1 to 5, where 1 is the most important, kindly rate the following effects of your media strategy for your company's products or services.

Sales increase	
Increase in market share	
Top of mind	
Awareness	
Others, specify	

17.To what extent do you associate your media strategy on advertising effectiveness of the outcome listed below? *(Kindly tick the appropriate:* (*Key: 1= no extent; 2= small extent; 3=moderate extent; 4= large extent; 5= very large extent*)

	To no extent (1)	To a small extent (2)	To a moderate Extent (3)	To a large extent (4)	To a very large extent (5)
Increase in sales					
Maintain Brand loyalty					
Brand preference					
Recall					
Product trial					
Attitude change towards the brand					
Recruitment					
Locking out competition					
Brand awareness and knowledge					
Increase usage					
Increase in market share					

19. List challenges faced by your firm in evaluating a media strategy plan for effective advertising

i)……………………………………………………………………………….

ii)………………………………………………………………………………..

iii)………………………………………………………………………………

20.   What recommendations would you suggest for an effective media strategy?

i)……………………………………………………………………………….

ii)………………………………………………………………………………..

iii)………………………………………………………………………………

Thank you

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Appendix II: Letter of Introduction

20th August 2011

EVA THUMBI
MBA OFFICE
P.O BOX 30197
NAIROBI

Dear Sir/ Madam,

INTRODUCTION LETTER FOR A RESEARCH PAPER

I am a postgraduate student studying for a master of Business and Administration Degree at the University of Nairobi. I am currently conducting a research on the effect of media strategy and advertising effectiveness among the mobile service providers.

This letter is to request you to respond to the attached questionnaire. The information that you will provide will be treated with strict confidence and at no time will your name or that of your organization will be referred to.

I will greatly appreciate your assistance.

Thank You.

Yours sincerely,

Eva Thumbi

Student Number: D61/P/8891/04

Appendix III: Top 20 Media Users in Kenya

Company	Spends Kshs: Jan-June 2008
Safaricom Ltd	815,123,934
East African Breweries Ltd	504,923,873
Airtel (formerly Celtel)	412,682,227
Unilever Kenya Ltd	354,489,406
Coca Cola	278,601,899
Reckitt Benckiser	221,085,563
Population Service Intern	185,157,470
Nakumatt Holdings	179,599,944
Kapa Oil Kenya Ltd	153,393,894
Colgate Palmolive	136,858,159
Kenya Commercial Bank	97,318,028
Government of Kenya	95,812,877
KPLC	92,940,885
Glaxo/Smithkline Beecham	90,168,200
Bidco Kenya Ltd	88,492,957
Gateway Television	88,158,920
Multichoice	72,645,196
Co-operative Bank	68,292,320
Proctor & Gamble	63,218,632
Pwani Oil Products Ltd	61,100,718

Table 2: Source (Synovate, 2010)

**Appendix IV: Mobile Subscriber marker Share: Source CCK operators'
compliance form**

Service provider	Mobile Subscriber base					Market share (%) Q210/11
	Q2 10/11	Q1 10/11	Q4 09/10	Net additions	Growth rate (%)	
Safaricom	17,451,325	16,714,548	16,240,569	736,777	4.4	69.9
Airtel	3,792,404	2,977,696	1,834,343	814,708	27.4	15.2
Orange	2,133,462	1,160,534	552,294	972,928	83.8	8.5
Essar	1,591,700	1,465,832	1,492,098	125,868	8.6	6.4
Telecom						
Total	24,968,891	22,318,610	20,119,304	2,650,281	12.0	

Appendix V: Types of media and their advantages and disadvantages adopted from (Shimp 2007).

Media	Advantages	Disadvantages
T.V.	Mass coverage High speed Impact of sight Sound and motion High prestige Dramatisation of message Attention getting favourable image	Low selectivity Expensive Short message life Clutter
Radio	Local coverage Comparatively low cost High frequency Flexible low production cost Well-segmented audience	Audio only Clutter Low attention getting Fleeting message
Newspapers	High coverage Low cost Placement of Ads in section of choice Timely (Current Ads) Reader control exposure Can be retained and kept in records	Short life Clutter Selective reader exposure Poor quality of production Low attention getting capability
Magazines	Segmentation Potential Quality reproduction High information Content	Long lead time for Ad placement Visual only Lack of flexibility
Outdoor	Location can be specific Easily noticed High repetition In expensive	Short exposure Legal restriction
Direct Mail	High selectivity Reader control Exposure High information contents Opportunities for repeat exposure	High cost per contact Poor image (Junk Mail) Clutter
Internet and Interactive Media	User selects product information Interactive relationship Direct selling Potential Flexible message platform	Limited creative capabilities Crowded access Technology limitation Few valid measurement techniques Limited reach