EFFECT OF KEY ACCOUNT MANAGEMENT STRATEGY ON SALES PERFORMANCE OF TELEVISION AND RADIO STATIONS IN KENYA

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RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF SCIENCE IN MARKETING, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES, UNIVERSITY OF NAIROBI

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DECLARATION

I hereby declare that this research project is my original work and has not been presented in any other institution.

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

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DEDICATION

This research project is dedicated to my family members, friends, schoolmates who have always motivated me to achieve greater heights and achieve excellence in everything I do.

ABSTRACT

The aspiration of every profit making organization is to increase its profits, market share and grow its revenue streams periodically. Key account management strategy calls for customer focus, creating and building long lasting relationships between firm key account managers and the buying firm, creating profit opportunities for both parties. Television and radio stations are important entities in conveying trustworthy and credible information to general public and embraces the armor of social cultural diversity instigating societal unity and growth. The general objective of the study was to establish the effect of key account management strategies on sales performance of televisions and radio stations in Kenya. This study was based on two theories, relationship marketing theory and dynamic capabilities theory. The target population was 230 radio and television stations. The total sample size was 84 derived using Slovin's formula, 37 being television stations and 47 radio stations. Stratified random sampling techniques was used. It was established that relational activities and key account planning had a great impact on Key account management strategies while development of KAM capabilities and key account identification have a significant impact on key account management strategies at moderate extent. It was found out that key account management strategies and sales performance have a positive correlation relationship. The study recommends that the televisions and radio stations in Kenya should practice key account management strategies in order to enhance their sales performance.

LIST OF TABLES

ABBREVIATIONS AND ACRONYMS

FTA	:	Free to Air
KA	:	Key Account
KAM	:	Key Account Management
KAMS	:	Key Account Management Strategy
KARF	:	Kenya Audience Research Foundation
MCK	:	Media Council of Kenya
TV	:	Television
U.S. A	:	United States of America
S.D	:	Standard Deviation
STD	:	Standard

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Every profit-making company strives to expand its earnings, market share, and income sources on a regular basis. Firms' growth performance was noted to rely on sufficient utilization of organizational resources and internal capabilities, therefore pushed businesses out of key account selling to key account management strategies (Fazl, Torres & Zúñiga 2021). Key account management strategy calls for customer focus, creating and building long lasting relationships between firm key account managers and the buying firm, creating profit opportunities for both parties (McDonald, 2000). Buying and selling firms capitalize on integrating and modifying internal processes to mirror the customer needs leading to generation of more revenue (Hermanto, Putro, & Novani 2021).

Effective adoption of key account management strategy has positive impact on firm's performance including non-financial benefits (Gounaris, 2015). In an attempt to understand the correlation between key account management strategy and performance better, review of past studies was done to inform this current study. Using key account management performance research (Azila, 2014), researchers were able to unearth that suppliers were able to get repeat orders, which had a positive impact on the financial performance of the company, and suppliers were better at understanding client needs and requirements as a result of their effective use of KAM performance. The research, however, was limited to studying KAM performance whereas many other variables impact repeat orders. According to an empirical research on supplier behavior in connection to key account management techniques and its effect on performance, there was a good correlation between financial and non-financial performance (Gounaris, 2014), with a significant bias towards the relationship variables. study based on conjecture (Lautenschlager & Tzempelikos 2021).

Gounaris, 2015) showed that practicing key account management orientation positively affects performance and outcomes, majoring on suppliers' frame of mind and attitude. Organization performance can holistically be measured by revenue, profitability, growth and cost reduction (Leone, Schiavone & Simoni, 2021).

This research is founded on theories of relationship marketing and dynamic capacities. The relationship marketing theory explains outcomes to relational exchanges between buyer and supplier in a business to business environment (Filip, 2007). Because organizations are functioning in a quickly changing environment, according to the dynamic capabilities hypothesis (Teece, 1997) they must be able to integrate, create, and reconfigure internal and external competences to gain a competitive edge. The two theories will support the research by depicting suppliers are operating in a changing environment, therefore they have to utilize internal and external resource, create long lasting relationships to gain superior performance.

Television and radio stations play a critical role in the communication industry by providing information, entertainment, feedback and educative forums impacting national development, social communism and policing government projects (Reelforge, 2019). The industry is regulated and licensed by the Communication Authority of Kenya and overseen by the Media Council of Kenya that ensures set standards are met as per Constitution article (34) 5 (MCK, 2013). The televisions and radio stations are purposed to reach mass audience either nation-wide or a particular region. Content creativity, provision of credible news, frequency strength and popularity of the hosts dictates the market share of the television and radio station which largely impacts revenue. Television and radios stations are broadcasted either in English, Swahili or vernacular language and are categorized as private, public and community based stations. The performance of these platforms is highly monitored by bodies like Ipsos, Reelforge, KARF that provide holistic view of consumer behavior and informs media buyers, marketing budgets impacting revenue performance outcome.

The radio and television industry has evolved and grown over the years. Research depicted that the environment has dynamic resulting to change in consumption habits where radio listenership reduced and television viewership increased, however, radio still holds a bigger percentage (Reelforge, 2019).

1.1.1 Key Account Management Strategy

The idea of key account management has grown over the past 40 years, influencing corporate culture and leading to its use as a marketing management tool (Wengler,2005). The first key account management introductions were made in the U.S.A and Europe market where businesses had faced major environmental changes, market saturation and supply uncertainties (Maher, 1984) while on the other had customers were demanding improved quality and better services (Bragg, 1982) which eventually lead to formation of relationships and partnership (Shapiro, 1977).

Cunningham (1983) describes a key account as a client in a business-to-business market who is strategically important to a provider. For strategic clients, a rigorous selection procedure (Cunningham, 1983) is used to identify criteria such as sales volume, the strategic use of resources, profitability and the length of the relationship. This selection process is backed up by further research studies (Mc Donald, 1996). Key account undergoes a relationship curve process, each stage determining the success or unsuccessfulness of the strategic account (Sharma, 2006).

It's been said that key account management is the methodical creation and nurturing of clients who are strategically crucial to a company's existence and flourishing (Jukka, 2000). Successful management of key accounts has been considered to go through the relational activities, development of KAM capabilities, key account planning and key account identification strategies (Ojasalo, 2001). Proper selection of accounts and its development as indicated (Marandi, 2003) has a possibility of superior yields and overall cost reduction. Key account management strategy success has been linked to relational assets, personal bonds, satisfactions and change of environment (Sharma, 2006).

Key account management strategies was identified as an organizational-wide initiative where firms' provide solutions proactively and comprehensively to strategic accounts (Noor, 2013). Key account management strategy has revolutionized strategic decision making leading to more involvement and commitment of senior management and restructuring of the organizational structure paving way to cross-functional team effort and integrated relationships with customers (McDonald,1997). Structural and cultural adaptation has been noted to be of essence in breaking integration barriers. KAMS was noted to bring internal conflicts and high resistance leading to customer dissatisfaction and impacts sales performance (Bruce, 2005).

Key account management has been studied widely and different independent and dependent variables have been tested and researched. Scholars (Workman, 2003) noted

KAM decision making provided a structural view in resource allocation and boosted team spirit. Moreover, vouched for proactive management of key accounts and involvement of top managers which eventually leads to success. KAM relational strategies is a key factor and a tactical approach in managing competitive adavantage. Effective management of business relationships impacted perfomance and firms outcomes positively (Gounaris, 2015). Repeat orders and improved performance have been attributed to implementation of key account management by supplier firm, which enabled firms' to survive uncertainity and clients changing needs (Workman, 2003).

1.1.2 Sales Performance

Sales function has evolved over the years from transactional selling to relationship management, focusing on customer increased productivity leading to sales being viewed as a strategic process rather than operational function (Ryal, 2009). The 21st century business environment has been disrupted, became complex leading to exposure and embrace of key account management as a strategic sales activity (Ryal, 2009). Integration of resources and capabilities by buying and selling firms with the management skills of sales people (Mcfarland, 2012) led to revenue increase and reduction of overhaul costs. The intra-organizational of the resources concept was seconded to improve overall performance (Plouffee, 2007). Sales performance as a wholesome takes into account the sales volumes, market share and profitability (Jobber, 2009) of the firm and activities conducted by the sales people.

Performance gives the measure to the degree of goal achievement (Krause, 2005) and is intertwined with effectiveness and efficiency, effectiveness described as goal achievement level and efficiency as utilization of resource to attain the goal (Samsonowa, 2012). It has been argued that performance is a multi-dimensional and dynamic concept involving individuals, sub-units and the whole organization covering behavioral and outcome approaches (Michael, 2001). (Küster, 2011) stated that behavioral aspect is a subjective measure and the outcome aspect being an objective approach which impacts on rewarding system and organization effectiveness.

Performance evaluation is an indicative to the quality of relationship with buyer, product knowledge by the sales force, value, business environment, competitors and buyer needs (Krishnan, 2002). Firm utmost agenda is to attain highest performance level in the market place with senior management involvement in designing corporate strategy and performance measures however (Zallocco, 2009) found that there is a gap between sales force understanding gauge measures and the corporate strategy which impacts performance negatively. (Kenneth, 2013) indicated that deficient relations, interactions internally and externally led to poor performance regardless of strategic management practices. The author (Kenneth, 2013) dictated that resources alignment bred an outcome of winning solution in competitive market, met customer needs, built trust and cooperation that is mutually beneficial. Sales performance is tied by a tool called rate-card that encompasses the pricing structure of the different products offered and linked to discount levels extended to buyers. Additionally, product knowledgeability, skill-sets and evaluation model impact sales performance.

The sales performance evaluation has been identified as training, motivation, goal attainment and compensation (Jobber, 2009). A hypothesized research conducted determined that sales force thrive when they benefit from firm's internal resources (Willem, 2011). Sales forecasting, long-term and /or short-term has been widely used as a strategic tool for resources management and planning (Wacker, 2002) and sales funnels helping sales force to determine the progress of the prospects in the pipeline (Pennanen, 2003). Sales force skill sets and product knowledge play a major role on performance. Dynamic nature of business environment calls for knowledgeable creative solution providers who can build strong relationships which will eventually impact positively on performance. (Dietz, 2011) argued that adaptiveness, knowledge, work engagement, role of ambiguity and cognitive aptitude are related to level of sales performance.

Several scholars took the initiative to research and understand the factors that influence sales performance. (Sujan, 1986) noted that sales force skill in relation to working hard and working smart influences performance backed up with self-awareness of their goals both qualitative and quantitative. Effort, competitiveness and quality of relationships with clients was indicated to impact sales performance (Krishnan, 2002). Innate motivation, leadership style and client needs influenced sale force effort moreover, sales person experience and external motivation impacted sales performance (Mulki, 2008). (Plouffe, 2009) depicted that several factors control sales performance that included age, gender, experience, competitiveness, sales skills in the aspect of client and sales orientation and finally technical knowledge.

1.1.3 Television and Radio Stations in Kenya

Television and Radio stations was initially operated under the government directive hence limited information and entertainment was provided. Reforms in the Constitution gave media owners opportunity to build their own stations, freedom to create content and build credibility with audience (Mbeke, 2019). Media trust creates a bond with the audience that translates to better financial performance (Newall, 2019).

Branding uniquely, acquiring top notch talents and high quality broadcasting equipment has been adopted as a selling key point for TV and radio stations. To acquire a competitive edge, increase revenue, expand market share, and cover a larger region, the majority of these platforms use the house of brands idea. Re-branding has helped these platforms stay afloat in the dynamic environment, meet sophisticated customer demands and appeal to the target audience. Rejuvenation has been hypothesized to better deliverability, better content and creative talent offering solutions to customers.

The political, economic, social-cultural, digital migration, internet and legal environment impact performance to a large extent; researchers found (Mbeke, 2019) that TV and radio stations taking political side and other factors like referendum, post-election violence, election campaigns, government cap on advertisers like tobacco, alcohol, pharmaceuticals, betting companies control sales volumes of these platforms.

1.2 Research Problem

The implementation of KAM was noted to depend on several factors such as sales, business relationships, number of employees, territory dimension, industry structure among others (Wengler, 2006). Investigation done on synergy (Lynette, 2014) indicated that the level of KAM adoption in organizations impacted the overall financial and non-financial benefits. Previous studies indicated that KAM objective is to increase sales volumes, develop trust, increase information sharing, reduce conflict and increase commitment (Homburg, 2003). (Gounaris, 2015) highlighted that the level of practicing KAM at organizational, strategic and control levels determined performance outcomes.

Television and radio stations are important entities in conveying trustworthy and credible information to general public and embraces the armor of social cultural diversity instigating societal unity and growth. These institutions revenue growth has grown over the years and survey conducted revealed 17 billion annual contributions to the economy (Reelforge, 2019). Government of Kenya has over the years introduced different policies to safeguard the consumers leading to decreased revenue streams moreover, rapid growth of technology has brought market uncertainty and opened up new mediums. This has impacted how traditional business was conducted and reshaped organizations to embrace key account management as a way of growing revenue, identifying new business and earn overall market competitive advantage.

Research works have been conducted by several authors on key account management and performance. Results from hypothesized work (Gounaris, 2015) tested positively implying KAM practices affect performance and outcomes. (Sullivan, 2012) discovered that businesses should distinguish between transactional and strategic accounts and came to the conclusion that strategic accounts are linked to greater performance when creating value. Investigation done locally (Samuel, 2016) on management strategic decisions and performance of media houses. According to research (Ndambuki, 2018) on Kenyan commercial banks' major account management procedures and performance, there is a strong link between the two variables studied.

Many authors have made considerable contribution to research studies factoring time concept, variable of study, industry and applied different methodologies to derive conclusions. Present study work (Tzempelikos, 2014) linking top management commitment to key account management effectiveness unboxed that quality of KAM relationships significantly affects financial performance. According to (Brennah, 2013), there is a strong link between key account management and revenue management, but very little study has been done on the subject. In agreement with that (Kenneth, 2013) noted that sales performance is under-researched in an era of market complexity, sophisticated buyers and relational buyers factoring intra-organizational resources, buyer-seller relationship and teams involved. It is in this view that this present research question of what is the effect of key account management strategies on sales performance?

1.3 Research Objective

The objective of this study is to establish the effect of key account management strategies on sales performance of televisions and radio stations in Kenya.

1.4 Value of Study

Other students and academic institutions will benefit from this study's conclusions while doing further research.

Senior and key account managers would benefit from end result of daily buyer-seller interaction and relationship involvement levels impacts sales performance, sales volume, growth and profitability.

Televisions, radio stations owners and media buyers would profit from this study in understanding critical importance of intra-organizational synergy and enable them to align internal processes to achieve superior performance by embracing KAMS.

A better knowledge of how policies affect important account management tactics and sales performance will be gained by policy makers in governing bodies and regulatory agencies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The chapter examines and analyses previous research to provide a foundation for explaining the impact of media companies' primary account management methods on sales success. This study summarizes the empirical reviews on key account management and sales performance.

2.2 Theoretical Framework

Key account management and sales performance are described in this part, which provides a theoretical framework for the research. This research in based on relationship theory showcasing the nature of relationships and the outcome, dynamic capabilities that describes adaptation in changing environment to achieve superior competitive advantage.

2.2.1 Relationship Marketing Theory

There is no methodology or foundation for the relationship marketing theory, which is a compilation of ideas from several writers (Aino, 2000). Relationship marketing was identified as part of marketing functionality that can be viewed from consumer-centered angle or inter-organizational aspect (Aino, 2000). Authors (Christy, 2010) argued that consumer market relationships depended on market segment and product offered; increased relationship potentiality included suppliers giving out incentives. Inter-organization was described as the governance of interdependencies between supplier and client (Aino, 2000).

Building and investing in long-lasting relationships has been described as the effective relationship management strategy than transactional relationships and suggested that organizations should work towards potential mutual beneficial partnerships which included concepts such as leadership, customer relationship management and strategy (Zinkhan, 2002). Variables trust, commitment, relationship dependence, communication, cooperation and equity were associated relationship marketing which were introduced, used as a guideline differentiator of successful partnerships (Johnston, 1997).

(George, 2002) argued that relationship marketing is not easy to implement as there are many stakeholders to be considered and potential partnership value certainty should be from it. Clients may be unwilling to take up long-term relationship due to cost implication and limitation to particular suppliers (Pandey, 2002). The theory of relationship marketing cannot be summed up and must be divided into market-based relationship marketing and network-based relationship marketing, with the former dealing with low relational complexity and the latter with high relational complexity. The authors moreover, noted that business relationships do not exist pure forms and are better analyzed in relational complexity degrees (Aino, 2000).

Conclusion was derived from observing past, present and future and stated that relationship marketing is here to stay whether it embraced or not as the marketing paradigm (Egan, 2010). Relationship marketing experienced early criticism and (Veloutsou, 2002) noted that relationship marketing overcomed the challenges and brought about marketing paradigm shift. The future of relationship marketing is still bright and research was noted to deal with understanding satisfaction levels, communication efficiency and consumers attributes (Ţichindelean, 2012).

2.2.2 Dynamic Capabilities Theory

As a supplement to the resource-based approach, dynamic capabilities theory (Teece, 1994) was put out as the firm's capacity to integrate, progress, and adapt its internal and external surroundings in response to changing environmental conditions. Earlier researchers reasoned that dynamic capabilities helped solve inflexibilities (Schreyogg, 2007) utilize and use knowledge (Smith, 2008). The theory was noted (Samsudin, 2019) to describe firm competitive advantage in view that the environment is dynamic and fast-moving and required them to develop camouflaging capabilities and embrace continuous learning. (Teece, 2007) stated that growth of dynamic capabilities is linked to identification of firm's source of competitive advantage that will impact the success or failure of the firm. Contradictory to that it was (Eisenhardt, 2000) argued that dynamic capabilities is not stand-alone, it relies on organization and positioning of firm's resources to achieve competitive advantage. In support of the theory research (Danneels, 2002) work done found that capabilities of innovating products increased the firm competencies and performance.

Dynamic capabilities (Teece, 2018) has been argued to include strategy and resources that impact the level of competitive advantage a firm has over their competitors. Additionally, it has been linked to (Smith, 2008) strategic organizational variables like processes, routines, managerial, cognition, knowledge, absorptive, adaptive and innovative capabilities. (Barreto, 2010) contributed by defining five dimensions that include identification of opportunities and threats, marketing orientation, modification of resources, implementation of changes and sense making capabilities. (Monteiro, 2017) suggested that managers need to be knowledgeable in amending strategy in the fast paced, uncertain market and develop skills to conquer the changing environment.

The dynamic capabilities theory has been criticized as lacking a common definition (Ali, 2018), outcome advantages as hard to determine (Zahra, 2006) and a shortfall of measures in analyzing capabilities impact on organizational performance (Zott, 2003). Authors (Wang, 2007) noted that the theory concepts lacked precision and needed further research on core concepts clarity. Despite the downfall of the theory, authors stated that dynamic capabilities demonstrated competitive advantage in dynamic environment when faced with complexities. The applicability of the theory has been verified and noted as an attractive topic that continually invites more research (Gizawi, 2014).

2. 3 Key Account Management Strategies and Sales Performance

Literature from various authors have supported that the level of adoption of key account management strategies in organizations has an impact to performance (Gounaris, 2015). KAM strategies in relation to organizational performance identified formation of strategic alliances and superior treatment to strategic customers in a business to business relational environment (Wong, 2015) to impact firms' revenue whether acknowledged or not. In this study relational activities, KAM capabilities, key account identification strategies and key account planning working as independent variables will be assessed as factors that impact sales performance as a reactor variable.

2.3.1 Relational Activities

(Halinen, 1999) dictated that relationship value estimation plays a critical role through evaluation of factors like complaints, buyer frequency, information exchange, profitability and sales volumes. Strategic account financial output should be higher than the cost of relationship development and maintenance (Blois, 1999). Other authors argued that long-term relationships do not assure seller of customer profitability (Storbacka, 1994). Commitment to relationship was noted to determine the business interaction level (Ojasalo, 1999). (Ojasalo, 2001) noted that buyer and seller common interests hugely impacted cooperation at strategic and operational level. Other relationships have resulted negative impact due to low satisfaction however due to bond developed the high switching costs kept the relational activities active (Ojasalo, 1999). Researchers argued that business to business relations can be of proprietary value, exchange value and relational value. Proprietary value was noted to be enjoyed by one party, exchange value as beneficial to both parties and relational value required dedication and cooperation by both parties (Piercy, 2005).

2.3.2 Development of KAM Capabilities

KAM capabilities are said to exist when knowledge and skills is repeatedly applied by a firm’s employees to transform marketing inputs into outputs. Marketing inputs and market sensing capabilities (MSC) assist the transition of key account management procedures into different performance metrics. Lindblom et al. (2008) report that there exists a relatively weak but statistically significant association between market sensing capabilities and sales performance. Day (1994) posits that KAM capabilities enable the firm to become understand the changes in its markets and also accurately predict responses to its marketing initiatives. KAM capabilities provide the firm with the capacity to deliver services and products to the market in a superior manner compared to the competition. Organizational performance is said to be influenced by KAM practices, according to reports on KAM capabilities (Piercy, 1991).

2.3.3 Key Account Planning

Account planning was noted to focus on customer attractiveness factors that included sales volume, profitability, growth and partnership oriented attitude (Rogers, 2007). Research from various authors concluded that account customer value planning and process planning to be critical where the customer point of view acts as the starting point and favorable outcome is dependent on the firm's capabilities and resources to match the buyer's needs for mutual successful performance (Rogers, 1998). (Rogers, 2007) noted that customers with a collaborative mindset will make the account planning effective. Account plans are documented as a guideline to ensure the correct things are done, implemented and everyone is involved from top to bottom of the buyer and selling firm; the same was noted to be appropriate in the analysis, development and management of key clients financially (Woodburn).Researchers highlighted some perceived risk associated with account plans by noting that business forecast and revenues may be achieved or not, unforeseen costs, financial and non-financial risks and opportunity lost risks (Noor, 2013).

2.3.4 Key Account Identification Strategies

Researchers proposed a method that would assist supplier companies in identification strategic accounts hence sales volumes, strategic utilization of resources, profitability and relationship age were listed as criteria (Cunningham, 1983). It was noted (McDonald, 2011) that the process of key account identification should align with supplier corporate strategy that will enable it to achieve its goals including financial. Key accounts identification and selection forecasts that these accounts will give higher returns in the future in terms of better profit margins and growth. Successful future returns of KA identification should see that customer side has embraced KAM for profitability to be realized and gain return on investment. This approach has become an enabler in supplier firms in efficient use of resources and overhaul cost reduction. Customer attractiveness has been mentioned as part of the selection and identification criteria, attractiveness described as criticality in terms of market substitutability, quantity output, replicability and slack as buyers' initiatives that reduce suppliers cost (Krapfel, 1991).

Identification of key accounts has been labelled as involving and vigorous process, (McDonald, 2011) stated that supplier oversight in account selection could restrict KAM and bring detrimental performance.

2.4 Research Gaps

KAM value being mutual exchange value, proprietary value and relational value (Pardo, 2006), investigative work on the effectiveness of KAM practices in achieving financial and non-financial measures deduced that customer benefits such as fulfilling relations where higher in comparison to the supplier benefits like more revenues and better profit margins (Ryals, 2014). Organizations implementation of KAM exploratory study noted that 80% of supplier companies gave buyer companies superior treatment without proper intra-organizational structure and little or no attention in selection of key accounts (Wengler, 2006).

Key account management and performance outcomes vis-à-vis revenue outcome topic has been researched widely in relation to different industries. (Brennah, 2014) stated that research findings are restricted by the industry, sector and location of the study moreover, research deductions and applicability is limited a certain context. Additionally, (Brennah, 2014) recommended that service organizations similar to this study of televisions and radio stations needed to embrace a deeper understanding of KAM to gain long-lasting customer relationships for sustainable revenue management. This study will attempt to zero-in on the KAM research gaps and determine how KAM strategies variables impact sales performance of televisions and radio stations in Kenya.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This section describes the study's methodology, population, sample selection, data gathering, and analysis.

3.2 Research Design

Research design has been defined as the connection between research topics and research execution (Durrheim, 2006). This study used descriptive-cross sectional research design. Cross sectional design has been previously used to determine interest outcomes at a given time for a particular study population (Levin, 2006)**.** The design enabled data collection on the four independent variables in relation to the dependent variable.

3.3 Population of the Study

This investigation focused on Kenya's officially recognized television and radio stations. In reference to the data provided by Communications Authority of Kenya, 251 broadcast platforms are licensed in Kenya (CAK, 2019), 230 being radio and television stations whereas 21 as subscription services and signal distributors.

3.4 Sample Design

A subset of the population was selected to constitute sample size that was used to draw deductions for the whole population (Turner, 2020). The sample unit was selected using a probability-based stratified random sampling approach (Kabir, 2016). The sample unit strata consist of 78 television stations and 152 radio stations. 37 television stations and 47 radio stations formed the sample size, determined by Slovin's Formula which was recommended for random sampling techniques and where the population behavior is unknown (Group, 2020).

$n = N / (1 + Ne^2)$ where

n is sample size: N is the total population: e is the margin of error, with 90% confidence level and 10% margin of error

3.5 Data Collection

The 5-Likert Scale was used to gather primary data quantitatively using a closed-ended questionnaire. There were three sections to the questionnaire: background information in section A, important account management methods in section B, and sales results in section C. Information was collected from one business manager of each platform. The questionnaire was administered by electronic mailing and drop-collect techniques of the 84 correspondent stations.

3.6 Data Analysis

The section focused on data validation, data editing and data coding (Bhatia, 2018). Descriptive analysis was used to sum up individual station, record frequencies patterns and trends. The results of this study were utilized to calculate the average, median, range, and standard deviation. The Statistical Package for Social Sciences was used to examine the data (SPSS). The software assisted the researcher to interpret, summarize and analyze the information gathered consequently giving a deduction on the televisions and radio stations demographics. In Kenya, regression analysis was utilized to prove the connection between major account tactics and television and radio station sales success.

The model below was utilized for regression;

$$\mathbf{Y = \alpha + \beta_1 X1 + \beta_2 X2 + \beta_3 X3 + \beta_4 X4 + } \boldsymbol{e}$$

Where: Y= Sales Performance

α = constant

X1= Relational Activities

X2=Development of KAM Capabilities

X3= Key Account Planning

X4=Key Account Identification Strategies

e = error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The data acquired and analyzed will be discussed in detail in this chapter, as well as the conclusions drawn from it. This part further discussed the results in light of the previously studied literature. To find out how important account management practices affected Kenyan television and radio station sales performance, the study's goal was.

4.2 Response Rate

70 of the 84 questionnaires sent were returned for data processing, resulting in an overall response rate of 83.3%. The findings support Mugenda and Mugenda's (2013) assertion that rates higher than 50% are acceptable in analyses. Babbie (2010) likewise considers a return rate of 60% to be good, and a return rate of seventy to be outstanding. The findings were sufficient for data analysis. As a result of the adequate response rate, the researcher proceeded with analyses of data.

4.3 Background Information

This section displays the findings of the analysis of replies to questions about the respondent's biography and basic information about the company. It requested information on the position in the firm and years of operation.

4.3.1 Position in the Firm

The study's goal was to figure out where workers fit inside the company. Table 4.1 displays the replies received from respondents.

Table 4.1: Position in the Firm

Employees	Frequency	Percentage
Business Manager	25	35.7
Account Manager	45	64.3
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.1 depicts that most of the respondents are account manager at 64.3% followed by business manager at 35.7%. This implies that most respondents are well informed of key account management strategies in there firm.

4.3.2 Period of Operation

In Kenya, as shown in Table 4.2, participants were able to provide details on the duration of the operation of TVs and radio stations.

Table 4.2: Period of Operation

Years	Frequency	Percent
1 to 5 years	20	28.57
6 years and above	50	71.43
Total	**70**	**100.0**

Source: Field Data (2021)

Table 4.2 shows that 71.43% of Kenya's television and radio stations have been in operation for more than 6 years, while 28.57% have been in existence for 1 to 5 years. Participants were able to provide this information. According to the findings in Table 4.2, the majority of Kenya's television and radio stations are well-versed in important account management tactics.

4.4 Key Account Management Strategies

The independent variables of this research were key account management strategies. It was essential to determine the opinions of respondents on their organization's key account management strategy. Key account management tactics were rated on a 5-point Likert scale, and it was predicted that the respondents would either: "strongly agree", "agree", "uncertain", "disagree", or "strongly disagree". For every single question, the answer which signalled the most favourable reaction for these tactics was assigned 5 points and then 4, 3, 2, and 1 for the least positive progressively. For purposes of this study, the following was adopted a mean score of 4.0<5.0 large extent, 3.0<4.0 moderate extent, 2.0<3.0 small extent and 1.0<2.0 disagreeing.

4.4.1 Relational activities

Three assertions about relationship activities were presented to the participants, and they were asked to rate their agreement with each of them. Table 4.3 displays the data.

Table 4.3: Relational activities

Statement	N	Mean	Std. dev
The firm has established cross functional KAM teams	70	4.18	0.95
The firm considers customer's buying frequency	70	3.93	1.06
The firm considers the likely hood of long term relation	70	4.01	0.99
Composite mean	**70**	**4.04**	**1.00**

Source: Field Data (2021)

The firm has established cross functional KAM teams 4.18 as mean and a 0.95 as standard deviations as depicted in Table 4.4. Having a 3.93 as mean and a 1.06 as standard deviations, the firm considers customer's buying frequency. The firm considers the likely hood of long term relation with a mean of 4.01 and S.D 0.99. Overall, the mean was 4.04 which imply that many television and radio stations embraced relational activities to a great extent.

4.4.2 Development of KAM Capabilities

Three statements on the development of KAM skills were presented to the participants, and they were asked to indicate their degree of agreement. Table 4.4 shows the results.

Table 4.4: Development of KAM Capabilities

Statement	N	Mean	Std.dev
The firm organizational structure to accommodates KAM	70	3.70	1.08
Top management are involved in KAM within the firm	70	4.12.	0.92
The firm has fully trained Key Account Managers	70	3.51	1.10
Composite Statistics	**70**	**3.77**	**1.03**

Source: Field Data (2021)

Table 4.4 top management are involved in KAM within the firm as shown by a mean of 4.12 and a std deviation of 0.92, the firm organizational structure to accommodates KAM having a 3.70 as mean and a 1.08 as standard deviations while the firm has fully trained Key Account Managers having a 3.51 as mean and a 1.10 as standard deviations. Overall, the mean was 3.77 which implies that development of KAM capabilities influence Key account strategy to a moderate extent.

4.4.3 Key Account Planning

Three statements on critical account planning were presented to the participants, and they were asked to rate their agreement with each one. Table 4.5 displays the results.

Table 4.5: Key Account Planning

Statement	N	Mean	Std Dev
The firm has individual Key Account plans	70	4.11	.504
The firm initiates joint activities with Key Accounts	70	4.54	.505
The firm clearly identifies key accounts	70	4.23	.798
Composite Statistics	**70**	**4.29**	**.602**

Source: Field Data (2021)

In regards to Table 4.5, the firm initiates joint activities with Key Accounts with a mean 4.54 and std deviation 0.505. The firm clearly identifies key accounts having a 4.23 as mean and a 0.798 as standard deviations. The firm has individual Key Account plans with a mean of 4.11 and S.D .504. The overall mean was 4.29 which imply that key account planning influence Key account strategy to a great extent.

4.4.4 Key Account Identification Strategies

They asked the participants to score their degree of agreement with three assertions about important account identification techniques. To see the results, see Table 4.6.

Table 4.6: Key Account Identification Strategies

Statement	N	Mean	Std Dev
The firm and key accounts have aligned its internal processes	70	3.63	1.025
The firm is keen on high sales key accounts	70	4.02	0.345
The firm undertakes vigorous process to select accounts	70	3.24	.567
Composite Statistics	**70**	**3.63**	**.645**

Source: Field Data (2021)

In regards to Table 4.6, the firm is keen on high sales key accounts with a mean of 4.02 and S.D 0.345.The firm is keen on high sales key accounts with a mean 3.63 and std deviation 1.025. The firm undertakes vigorous process to select accounts with the mean of 3.24 and S.D of .567.The overall mean was 3.63 which imply that many television and radio station embrace key account identification strategies to a moderate extent.

4.5 Sales Performance

Under this research, sales performance was a dependent variable. The respondents' opinions on the sales performance of their firm had to be established. The following analysis has been adopted to distinguish the extent: mean value of 4.0<50.0 to a large, a moderate extent of 3.0<4.0, a small extent of 2.0<3.0 and an average score of 1.0<2.0 to a small degree. 3 statements were used to evaluate performance among television and radio station

Table 4.7: Performance

Statement	N	Mean	Std. Dev
The sales volume of our firm have gone up	70	4.11	1.17
The firm has increased its profit	70	3.73	0.98
The firm’s market share has increased	70	3.34	1.19
Customer growth, retention and satisfaction have gone up	70	3.90	0.89
Composite Statistics	**70**	**3.77**	**1.05**

Source: Field Data (2021)

The sales volume of our firm has gone up by Mean 4.11 and std deviation 1.17. Customer growth, retention and satisfaction have gone up 3.90 and 0.89. In addition, the firm has increased its profit having a 3.73 as mean and a 0.98 as standard deviations. Further the firm’s market share has increased with a mean of 3.34 and S.D 1.19. The overall mean was 3.77 which implies that many television and radio station perform moderately.

4.6 Correlation Analysis

Analyses of correlation were done to determine how the research variables interacted. It contributed to creating a link between important account management tactics and sales results. In this case, Table 4.8 demonstrates the outcomes of the analyse

Table 4.8: Pearson Product-Moment Correlations Results for Study Variables

		RA	DKC	KAP	AI	SP
RA-Relational activities	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	70				
DKC-Development KAM Capacities	Pearson Correlation	.623*	1			
	Sig. (2-tailed)	.05				
	N	70	70			
KAP-Key account Planning	Pearson Correlation	.683**	.241*	1		
	Sig. (2-tailed)	.01	.05			
	N	70	70	70		
KAI- Key account identification	Pearson Correlation	.750**	.424**	.215*	1	
	Sig. (2-tailed)	.01	.01	.05		
	N	70	70	70	70	
SP-Sales performance	Pearson Correlation	.873**	.738**	.356*	.525**	1
	Sig. (2-tailed)	.01	.01	.03	.01	
	N	70	70	70	70	70

**. Correlation is significant at the 0.01 level (2-tailed).

*. Correlation is significant at the 0.05 level (2-tailed).

Source: Field Data (2021)

Table 4.11 shows a strong association between relationship activities and sales success, with a Pearson correlation value of r=0.873. Develop KAM skills with a Pearson's correlation value of 0.738 and a significance threshold of just 0.01 Key account planning, on the other hand, exhibited a modestly significant positive association correlation with saes performance at a Pearson's correlation value of 0.356 and a significance level of 0.05. Finally, important account identification shows a substantial link with sales success at a p-value of 0.05 and a Pearson's correlation of 0.525.

4.7 Regression Analysis

Regression analyses were used to ascertain how television and radio stations sales performance is supported by key account management strategies by utilizing the determination coefficient (r^2) and also to forecast the connection among variables by use of β coefficient. In order to determine the percentage of the dependent variable (sales performance) being predicted by four predictor factors, analyses of multiple regression was performed (relational activities, development KAM capabilities, key account planning and key account identification).

4.7.1 Model Summary

It was decided to examine the impact of predictor factors on dependent variables using multiple regression analysis. The model summary is shown in Table 4.9.

Table 4. 9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.820[a]	.672	.570	.482

a. Predictors: (Constant), relational activities, development KAM capabilities, key account planning and key account identification

Source: Field Data (2021)

In Table 4.9 at significance level of 0.005, the outcomes show that R and R^2 were 0.820 and 0.672 respectively. There is a robust association of key account strategies and sales performance as evident by R=0. 820. A total of 67.2 percent of sales performance variance was found to be explained by predictors in the model, while 32.8 percent of the variation remained a mystery.

4.7.2 Goodness of Fit of the Model

The regression model that was applied suited the data collection perfectly, and the researcher ran an ANOVA on the results (ANOVA). Table 4.10 demonstrates this.

Table 4.10: ANOVA

Model		**Sum of Squares**	**Df**	**Mean Square**	**F**	**Sig.**
1	Regression	.222	4	.056	1.696	.018[b]
	Residual	1.037	65	.033		
	Total	1.259	69			

a. Dependent Variable: Sales performance

b. Predictors: (Constant), relational activities, development KAM capabilities, key account planning and key account identification

Source: Field Data (2021)

The results of the ANOVA are shown in Table 4.10. This table demonstrates that the f statistic is 1.696 when calculating the significance of the coefficient of determination at α= 5 percent. The p value is 0.018 <0.05, which indicates that the results are significant. In other words, key account management strategies matter a lot when trying to forecast sales results.

4.7.3 Model Regression Coefficients

Table 4.11 presents unstandardized coefficients, standardized coefficients, t statistics, and significant values.

Table 4.11: Regression Coefficient

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	**Std. Error**	**Beta**	**T**	**Sig.**
1	(Constant)	4.222	.617		6.838	.000
	Relational activities	.067	.093	.143	.718	.047
	Development KAM capabilities	.121	.099	.203	1.220	.023
	Key account planning Integration	.178	.140	.279	1.271	.021

Key account identification	.153	.096	.299	1.591	.012

a. Dependent Variable: Sales performance

Source: Field Data (2021)

The regression coefficients illustrated in Table 4.10 show that a relationship exists between key account management strategies and sales performance of television and media houses. Relational activities posted $p=0.047 < 0.05$, Development KAM capabilities posted $p=0.023 <0.05$, key account planning integration posted $p= 0.021 < 0.05$ and key account identification posting $p=0.012 < 0.05$. This Significance test was conducted at alpha=0.05 in which the significance exists when p records a value < 0.05. The results show that the parameters of key account management strategies possess a significant with sales performance of television and media houses.

The multiple regression model then stands to be;

$$Y= 4.222 +0.067X_1 + 0.121X_2 + 0.178X_3 + 0.153X_4 + \varepsilon$$

As per the findings, the constant 4.222 indicated that there is some level of sales performance even in the absence of the driver variables, when all other independent factors are held constant, increasing the relational strategy parameter in relation to key account management strategies by a single unit will result to a 0.067 change in sales performance of television and radio stations, increasing development KAM capabilities parameter in relation to key account management strategies by a single unit will result to a 0.121 change in sales performance of television and radio stations, increasing key account planning integration parameter in relation to key account management strategies by a single unit will result to a 0.178 change in sales performance of television and radio stations and finally increasing key account identification parameter in relation to key account management strategies by a single unit will result in a 0.153 change in sales performance of television and radio stations in Kenya.

4.8 Discussion of Findings

Television and radio stations throughout the country seem to be heavily promoting social events. The following evidence supports the claim: To better serve customers, the company has set up cross-functional KAM teams and takes their frequency of purchases into account. This was supported by Blois, (1999) strategic account financial output should be higher than the cost of relationship development and maintenance. Ojasalo (1999) commitment to relationship was noted to determine the business interaction level.

According to the findings, the development of KAM competencies has a modest impact on critical account management techniques. The following evidence supports this claim: The firm's senior management is actively engaged in KAM, and the organizational structure has been modified to better fit KAM. The findings agreed with Lindblom et al. (2008) report that there exists a relatively weak but statistically significant association between market sensing capabilities and sales performance.

Many radio and television stations have adopted key account planning to a large degree, it was discovered. These claims were confirmed by the following evidence: a joint venture between the company and important clients is started, and essential clients are clearly identified. The findings agreed with (Rogers, 2007) noted that customers with a collaborative mind-set will make the account planning effective. Account plans are documented as a guideline to ensure the correct things are done, implemented and everyone is involved from top to bottom of the buyer and selling firm; the same was noted to be appropriate in the analysis, development and management of key clients financially.

According to the findings, key account identification tactics have a minor impact on key account management strategies. The following arguments help to back up my claim: High-profit key accounts are important to the company and its internal procedures have been coordinated with those of the key accounts. The findings agree with McDonald (2011) that the process of key account identification should align with supplier corporate strategy that will enable it to achieve its goals including financial. Key accounts identification and selection forecasts that these accounts will give higher returns in the future in terms of better profit margins and growth.

According to the findings, key account management strategies and sales performance have a positive correlation relationship. According to the findings, strategic account management procedures and sales success for Kenya TV and radio stations were influenced by regression analysis results. Data match the coefficient of determination well; R2=0.672 indicates that the predictor is adequate. The overall p-value of 0.018(0.05) of the regression model indicates that it is statistically significant. These results back with a research by Noor (2013) that found that managing strategic accounts had a beneficial impact on sales results.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter summarizes the findings and offers the researcher's insights and recommendations. This is done in accordance with the study's objective.

5.2 Summary

To find out whether important account management practices affected sales of Kenyan TVs and radio stations, researchers conducted this study. It was found out that most of the most of the respondents are account manager which means they are well informed of key account management strategies in there firm. Kenya's television and radio broadcasting industry has been in existence for at least six years.

Key account management tactics were shown to be greatly influenced by relational activities and key account planning. In support of this, the business has developed cross-functional KAM teams and takes client purchase frequency into consideration. The firm initiate’s joint activities with key accounts and the firm clearly identifies key accounts.

Development Key account management competencies and identification had a substantial influence on KAM strategies to a modest amount, according to the research. In support of this, top-level managers are participating in KAM inside the company, and KAM has been incorporated into the organization's structure. The firm is keen on high sales key accounts and the firm and key accounts have aligned its internal processes.

A connection exists between sales performance and key account management strategies, according to the research results. In this study's regression analysis, the regression model was determined to be an effective predictor. The model's p-value was less than 0.05, indicating that it was statistically significant. Key account planning and identification were statistically significant in relational activities, development KAM skills, and key account planning.

5.3 Conclusion

The study concludes that relational activities and key account planning influence key account management strategies at great extent and Development KAM capabilities and key account identification influence at moderate extent. This was due to established cross functional KAM teams and the firm considers customer’s buying frequency.

The study also concludes that relational activities, development KAM capabilities, key account planning and key account identification have beneficial significant effects on sales performance. In line with key account management strategies the firms consider customer’s buying frequency and the firm initiate’s joint activities with key accounts.

5.4 Recommendations

Since key account management practices were discovered to have a beneficial effect on the company’s sales performance, the research proposes that Kenyan television and radio stations implement them in order to improve their sales performance.

The investigation also recommends the companies to map out specifically aspects of key account management strategies that are relevant to their industry and invest heavily into those aspects so as to see tangible improvement in their sales performance.

According to the findings, the firm should implement policies and processes that encourage high employee involvement, understanding, and dedication to the company's vision, purpose, and goals. This is because employees play a critical role in putting a plan into action.

5.5 Limitations of the Study

Research participants at the mid-management level were the study's focus. It was difficult to reach the respondents as most of them were extremely busy and strained due to the pressure at work. This limited the time to answer the surveys when the researcher provided them with the questionnaire. To guarantee that the questionnaire was properly completed, the instrument validity was checked to make sure aims of investigation are clear, brief and addressed before distributing them by email.

The onset of Covid-19 necessitated people working from home and maintain social distance which limited respondent interactions with the researcher. Follow up questions had to be done remotely via a phone call or zoom meetings. This limitation further made it harder to adequately validate some of the responses as would have been the case in face to face meetings.

The research also had a further disadvantage as the study it focused solely on sales management practices tactics, however, other variables are extremely important in obtaining a company's sales performance edge.

5.6 Implications of the Study

To better understand how television and radio stations' sales success is affected by important account management practices, we conducted this research. The study's results are essential to television and radio stations as they can use the conclusions and recommendations to enhance their key account management strategies and ensure better sales performance.

This information will allow policy-makers, trainers, consultants and institutions to design strategic initiatives, tools and actions which will encourage key account management strategies by television and radio stations in Kenya. The outcomes of study point out the practices used by a television and radio stations thus other firms can adopt these or develop practices which is in line with our findings.

Finally, the study's results contribute to the body of empirical information on important account management tactics, sales success, and the media industry, and open the door to further research on the idea.

5.7 Suggestions for Further Studies

Using a quantitative approach, this study conducts a cross-sectional investigation. It simply recorded the views and impressions of participants. Due to time and resource constraints, quantitative cross-sectional research was the best option for addressing the issues. Therefore, comparable research on the basis of qualitative methods such as interviews is necessary.

Further, this study only focused on media sector. This leaves gaps in the effect of key account management practices on other firms such as airline companies, large-scale farms, manufacturing firms, motor firms amongst others. Identifying the impact of major account management methods on sales success in other industries will need further study in the future.

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APPENDICES

Appendix I: Research Questionnaire

Dear Sir/Madam

You are kindly invited to participate in this research project. The exercise is purely used for academic purpose.

Section A. Background Information

Please cross (x) one of the choices for the provided questions

1. Name of the broadcast station…………………………………………………
2. Please indicate your position
   i. Business Manager [ ]
   ii. Account Manager [ ]
3. How long has the station been operating in Kenya?
   i. 1 to 5 years [ ]
   ii. 6 years and above [ ]

SECTION B: KEY ACCOUNT MANAGEMENT STRATEGY

To what degree do you agree with the following key account strategies attributes and their influence on sales performance in your firm. Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = strongly agree

Component	1	2	3	4	5
Relational activities					
The firm has established cross functional KAM teams					
The firm considers customer's buying frequency					
The firm considers the likely hood of long term relation					
Development of KAM Capabilities	**1**	**2**	**3**	**4**	**5**
The firm organizational structure to accommodates KAM					
Top management are involved in KAM within the firm					
The firm has fully trained Key Account Managers					
Key Account Planning	**1**	**2**	**3**	**4**	**5**
The firm has individual Key Account plans					
The firm initiates joint activities with Key Accounts					
The firm clearly identifies key accounts					
Key Account Identification Strategies	**1**	**2**	**3**	**4**	**5**
The firm and key accounts have aligned its internal processes					

The firm is keen on high sales key accounts					
The firm undertakes vigorous process to select accounts					

SECTION C: SALES PERFORMANCE

Kindly tick where appropriate the extent to which KAM strategies has impacted sales performance in your organization. Using a scale of 1 - 5, tick the appropriate answer from the alternatives provided. 1 = strongly disagree, 2 = Disagree, 3 = Uncertain, 4 = Agree and 5 = strongly agree

Component	**1**	**2**	**3**	**4**	**5**
The sales volume of our firm have gone up					
The firm has increased its profit					
The firm's market share has increased					
Customer growth, retention and satisfaction have gone up					

Appendix II : Sample List of Television and Radio

No.	Station	No.	Station	No.	Station	No.	Station
1	Baite TV	22	BHB TV	43	Truth FM	64	West FM
2	Kass TV	23	Lolwe TV	44	Radio 316	65	Muuga FM
3	Mount Kenya	24	Utugi TV	45	Namlolwe FM	66	Vuuka FM
4	KTN Home	25	Brandplus TV	46	Waumini FM	67	Egesa FM
5	KTN News	26	Islamia TV	47	Coro FM	68	Musyi FM
6	Hope TV	27	Joy TV	48	Hope FM	69	Radio Rahma
7	Mwanyagetinge	28	Focus TV	49	Kameme FM	70	NRG Radio
8	Citizen TV	29	Edu TV	50	Pilipili FM	71	Capital FM
9	Inooro TV	30	Y-254 TV	51	Emoo FM	72	Vihiga Fm
10	Ryde TV	31	Victory TV	52	Kiss 100	73	Nyota FM
11	KTN Burudani	32	Horizon TV	53	Classic 105	74	Spice FM
12	Farmers TV	33	Mbugi TV	54	Gukena FM	75	Choice FM
13	Urban Radio	34	Kigooco FM	55	Kisii FM	76	Ghetto FM
14	Switch TV	35	Radio Vuna	56	Trace Radio	77	Sifa FM
15	Metropol TV	36	Radio Simba	57	Qwetu FM	78	Weru FM
16	NTV	37	Getu FM	58	Kisima FM	79	Kaya FM
17	Red Cross TV	38	Pearl Radio	59	Sayare FM	80	Athiani FM
18	KBC	39	TV 47	60	One FM	81	Seito FM
19	Star TV	40	Akili Kids	61	X FM	82	K24
20	Times TV	41	Ace TV	62	Taach FM	83	Waumini FM
21	GBS	42	Uboro TV	63	Radio Maisha	84	Mambo FM