EFFECT OF MEDIA CONVERGENCE ON BRAND GROWTH IN KENYA: A CASE OF SELECTED MEDIUM ENTERPRISES IN NAIROBI COUNTY, KENYA

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A Research Project Submitted to the Graduate School in Partial Fulfillment of the Requirements for the Award of the Degree of Masters in Business Administration of Egerton University

EGERTON UNIVERSITY

MAY, 2015

DECLARATION

I, the undersigned, declare that this is my original work and has not been submitted t for the award of a degree or diploma in this or any other university

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APPROVAL

This Research Project has been presented for examination with my approval as the appointed University supervisor:

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DEDICATION

This project is dedicated to my wife, Cecilia; Sons, Kirui and Kiprotich and my daughters, Cheruto and chepkwemoi

ACKNOWLEDGEMENT

I acknowledge Jehovah God for enabling me to complete the course successfully. I also wish to acknowledge the support and encouragement of Egerton University lecturers and students. Finally, I acknowledge my supervisor Mr. Nahashon Langat for his guidance, availability and willingness to assist me; the medium enterprises located in Nairobi County that enabled me to access data for the study.

ABSTRACT

Media convergence is an effective mechanism to enhance brand visibility of medium enterprises in the market as it's varied and cost effective. However medium enterprises are hampered by fragmented marketing structures and efforts which prevents them from taking advantage of media convergence to amplify brand messaging across media sites and channels. In fact some medium enterprises marketers still view paid, owned, earned and shared media as separate hence develop brand media strategies independent of each other. Thus they miss out on effective ways to offer relevant and necessary brand information to their clients and to heighten their level of engagement with the target customers. Hence this consequently constrains their brand growth in the market. Therefore the objective of the study was to examine the effect convergence of media on brands growth with specific reference to selected medium enterprises in Kenya. The specific objectives of the study included the effect of owned, paid, shared and earned media on brand growth in the medium enterprises in Kenya. The research study used descriptive research design in collecting the data from respondents. The target population was drawn from selected medium enterprises consisting of marketing/brand managers. The research study used multi-stage sampling procedure to select a representative sample of 128 respondents consisting of brand/marketing managers. The primary data for the study was collected using the questionnaires. Data was analyzed using descriptive, chi square, regression and correlation statistics with the aid of Statistical Package for Social Sciences and presented using tables. The study established that paid owned, earned and shared media affects brands growth among medium enterprises as they enhance brand recall levels and engagement with customers; improve relations with the customers and other stakeholders who are key to brand performance and facilitated enterprises to leverage on customer conversations and reviews to promote their brands and reduce communication costs hence resulting in brand growth. The study recommends the need for marketers to utilize all of online and offline paid media to increase brand engagement; to take advantage of earned media through the creation of unique content and offerings tailored to each specific target market

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LIST OF ABBREVIATIONS AND ACRONYMS

MC   Media convergence

PM   Paid Media

EM   Earned Media

OM   Owned Media

ME   Medium Enterprises

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In the 1990s there were cell phones, radios, television sets, and computers, each was designed to perform its own specific tasks. However, today there are multiple all-in-one technological gadgets that perform all of these tasks in one single device (Corcoran, 2009). For instance the smartphone enables users to not only make calls, but much more, while the iPad, enables users to search the web, watch TV and movies and other such computer-like actions. Even laptops and desktop computers now have the ability to make phone calls as well as allow users to video chat from computer screen. The internet has also converged with television allowing internet users to watch TV shows and movies streaming online. This is because these devices or channels intersect and overlap each other in what has come to be known as media convergence (Dwyer, 2010).

According to Lieb and Owyang, (2012) media convergence has resulted into categorization of media forms as paid (Paid company ads, in a magazine, blogs, facebook, google, LinkedIn, TV or radio); owned (Company owned or wholly branded blogs, e-books or newsletters, website videos, and owned presence on social media channels), earned (On and offline word of mouth, reviews, forums, social media updates, videos, photos, pitching company story to online and offline publications, blogs, or news outlets), shared(consumers working in concert with a brand to create and share/promote the brand's content offline and online) and traded media (companies work with influencers and bloggers to garner product coverage or social media love in exchange for access, information, or input on a company's product) .

Media convergence has become essential to the growth of brand as it facilitates communication with millions of potential customers on both traditional and new media platforms such as Facebook, Twitter, Google+, blogs, whatsup among others (Solis, 2012). To achieve brand growth, a brand must continuously reach all buyers of the

category through consistent and continuous communication; ensuring that the brand is easy to buy, the brand gets noticed; refreshing and building memory structures; creating and using distinctive brand features and assets and being consistent and staying competitive (Farris, et al, 2010). In order to achieve growth the brand must build appropriate brand image, heighten brand awareness, increase brand reputation and loyalty (Aaker, 1996a).

Indeed, growth is the most appropriate indicator of the performance for surviving medium firms and an important precondition for the achievement of other financial goals of business. Firms' brands that outperform their competitors are likely to reach high business growth. Attracting customers from competitors and being able to retain them may represent the only way to gain business growth. A firm's market share is suggested to increase when the brand has a relative advantage in the minds of customers (Aaker, 1996a). Those brands that outperform their competitors in retaining current customers will enjoy greater sales and profits, while success in customer acquisition ensures that customer defections are compensated, avoiding a negative impact on business growth (Egan, 2008).

Media Convergence (MC) has fundamentally changed the way company brands interact with the media as technologies, devices and internet access have opened the doors for all-the-time, everywhere interaction with brand customers (Farris, et al , 2010). It allows organizations to reach a larger number of customers within real time and to post relevant information that provide their network with updates, reviews, pictures, news and more. This connectivity and all-the-time interaction with customers according to Solis (2012) has enabled consumers and brands alike to create, consume, publish, interact and transact anywhere, anytime (Jenkins & Deuze, 2008).

While traditional paid media such as television and radio commercials, print advertisements, and roadside billboards still play a major role, companies today exploit many alternative forms of media (Armano, 2011). Consumers enamored of a product may, for example, create earned media by willingly promoting it to friends, and a company may leverage owned media by sending e-mail alerts about products and sales to

customers registered with its Web site. In fact, the way consumers now approach the process of making purchase decisions means that brand marketing's impact stems from a broad range of factors beyond conventional paid media. Media convergence requires brands to bring together their advertising, corporate content & social media to create effective online engagement with customers (Cision, 2011a).

According to Farris, et al, (2010) different kind of media appeal differently to different market segments as such organizations have tended to leverage on various media (paid, owned, earned, shared and traded media) to achieve market competitiveness and brand growth. Corcoran, (2009) argues that successful companies utilize two or more forms of converged media to enable their brands to reach customers where, what, how and when they want, regardless of channel, medium or device online or offline. They put increased attention on leveraging on the convergence rather than treating each media channel as separate. For instance they leverage on owned media by sending e-mail alerts about products and sales to customers registered with its web site (Harris & Leslie, 2001). These company's Brands also use paid media (display, text, or search ads) to broadcast earned media in a scalable and targeted way to reach broader audiences (Armano, 2011). Likewise by integrating earned media into owned media properties (website, blog, branded Facebook and Twitter pages) brands achieve strong visibility and differentiation in the market place (Lieb & Owyang, 2012).

Moreover, consumers are becoming ever more active in their brand choice (Berg, Matthews & O'Hare, 2007). Because of this, marketers must seek to increase the level of engagement they have with consumers across all channels in paid, earned and owned media (Armano, 2011). This battle for brand choice requires brands to increasingly engage customers on their home turf and to involve them in brand messaging in order to raise awareness and enhance customers experience with their brands (Corcoran, 2009).

This is especially important in the small and medium enterprises sector in Kenya, which face limited market access due to limited access to market information and marketing capacity, poor quality products and ineffective markets. Yet their services and product or brand growth is of importance to the economy. In fact the SME sector contributes an

estimated 18.4 percent of GDP to the country's economy and employs about 85 percent of the Kenyan workforce (about 7.5 million Kenyans of the country's total employment) (Africa Development Bank, 2011). In Kenya medium enterprises operate in all sectors of the economy, that is, manufacturing, trade and service subsectors (Central Bureau of Statistics, 1999)

The level of education of proprietors in the medium enterprises is relatively high with the average years spent in school being 9.41 (Ouma 2002). Most of the MSEs, 80.5 percent are individually owned, 10 percent partnerships and 9.5 percent begin as family enterprises (Ndemo, 2006).Central Bureau of Statistics (2004) indicated that there is high rate of failure and stagnation among many medium enterprises and that only 38 percent of medium enterprises are expanding while 58% have stagnated and are most likely to close in their first three years of operation

Kenya has sophisticated, diverse and lively mass media sector characterized by television, radio, print and a thriving new media such as internet and mobile telephones (CCK, 2008). Kenya has over 16 million internet users and as at the end of 2012, 41percent of Kenyans were connected to the internet of these 98.9 percent of internet users access the Internet on their mobile phone. Today, a growing number of people receive broadcasts through mobile phones and internet. The use of the web received a boost with the increased use of fiber optic cables which contributed to greater internet access in medium businesses (CCK, 2012).

1.2 Statement of the Problem

Media convergence has offered customer unprecedented choice and control over the media experience, selecting not just the media he or she engages with, but also when and where they do so (Farris, et al, 2010). Consumers rely more or less equally on various platforms for their content, implying that companies need to engage across the various media platforms (Paid, owned, shared and earned media) so that they can effectively enhance their brand positioning, build appropriate brand image, heighten brand awareness, increase brand reputation and loyalty (Dwyer, 2010). Hence converged media

plays an important role in brand marketing, competitiveness and subsequently brand growth of medium enterprises (Corcoran, 2009).

However medium enterprises marketing effort has been hampered by fragmented marketing plans, strategies and structures which prevents them from taking advantage of paid, owned, shared and earned media to amplify brand messaging across sites and media channels. In fact some medium enterprises marketers still view paid, owned, earned and shared media as separate hence develop brand media strategies independent of each other. Consequently they have miss out on effective ways to offer relevant and necessary brand information to their clients and to heighten their level of engagement with the target customers and this has constrained their brand growth in the market (Cision, 2011b).

There are a number of studies and discussions that have focused on media convergence; for instance Lieb and Owyang (2012) in their study on converged media imperative, established that combining integrating paid, owned and earned media enhance organization performance. Solis (2012) in examining social media (brandsphere) found that media convergence enhance the competitiveness of companies in the market place; while Cision, (2011) in his study on earned media, owned media, & the new marketing mix established that media convergence has facilitated the emergence of new market mix that organizations need to focus on in order to become competitive in the market. Thus there is limited information on the influence of media convergence on the growth of medium enterprises as the studies already done involved big companies. Moreover there is limited organization- specific research on this area especially in Kenya. Hence this research study sought to examine the effects of media convergence on brands growth in the medium enterprises in Kenya

1.3 Objectives of the Study

The objective of the study was to examine the effects of media convergence on brand growth in medium sized enterprises in Kenya. A case study of Selected Medium Enterprises in Nairobi County, Kenya

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The specific objectives are as follows:

i) To assess the effect of paid media on brand growth in the selected medium sized enterprises in Kenya

ii) To establish the effect of owned media on brand growth in the selected medium sized enterprises in Kenya

iii) To determine the effect of earned media on brand growth in the selected medium sized enterprises in Kenya

iv) To assess the effect of shared media on brand growth in the selected medium sized enterprises in Kenya

1.4 Research Hypotheses

H_O1:   Paid media has no significant effect on brand growth in the selected medium sized enterprises

H_O2:   Owned media has no significant effect on brand growth in the selected medium sized enterprises

H_O3:   Earned media has no significant effect on brand growth in the selected medium sized enterprises

H_O4:   Shared media has no significant effect on brand growth in the selected medium sized enterprises

H_O5:   The combined components of media convergence (Paid, Owned, Earned and Shared media) has no significant effect on brand growth in the selected medium sized enterprises

1.5 Significance of the study

1.5.1 Medium Enterprises

The study will be significant to the management and staff of the selected medium sized enterprises in Kenya who will be able to understand and appreciate the influence of convergence of media on brands growth and be able to take advantage of the media convergence to facilitate the growth of their brands. The study will also be significant to other medium sized firms who will be able to understand the influence of media

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convergence and how the same can be used to enhance the growth of the individual brands

1.5.2 Government

The study will also be of significance to the government as the findings will be able to inform   government policies and regulation on the growth of medium enterprises. Thus the government may take proactive action to promote the use of converged media in order to promote the sector

1.5.3 Consumers

The study will also be of significance to the consumers as it will be able to facilitate consumers of medium enterprises brands to appreciate the importance of engaging marketers of medium enterprises across the medium platform so as to influence the various brand aspects such pricing and distribution among others.

1.5.4 Academicians and Researchers

In theory, the study will provide the background information to research organizations and scholars who will want to carry out further research in this area. The study will facilitate individual Researchers to identify gaps in the current research and carry out research in those areas

1.6 Scope of the Study

This Research study was limited to examining the influence of convergence of media on brands growth in the medium sized enterprises sector. The geographical location of the study was Nairobi County. The study population was drawn from the selected medium sized enterprises in Nairobi County and consisted of marketing/brand managers. The study focused on the effects of owned, paid, earned and shared media on brand growth. The research study covered a period from 2010- 2012 because the media landscape increased the pace of convergence with implications on brand growth in business organizations,

1.7 Limitations of the Study

In the collection of data, the research study only used questionnaire that relied on self report responses, however the problem with using such questionnaires is that they are based on the assumption that participants will respond to the questions in an honest and accurate manner. Nevertheless, it is not always the case that participants answer in an honest manner. This is because participants often give answers that they believe to be desirable. However the researcher probed for further for answers that needed clarification.

1.8 Definition of Operational Terms

Brand   Refers to the name, term, design, symbol or any other feature that identifies an organization's products from another (Tynan, McKechnie & Chhuon, 2010).

Brand experience The total impression of a potential consumer of a brand coming from advertisement, actual use, reporting or other interactions with the brand (Keller, 2008)

Brand buzz   Refers to the amplification of brand messages through interaction of the brand with consumers causing excitement or anticipation about the brand (Collis & Hussey, 2003).

Brand Positioning: A distinct position that a brand occupies in the mind of the

        consumer relative to competing brands (Draper, 2004).

Brand Differentiation Making a brand stand out as a provider of unique value to

        customers in comparison to its competition (Carl, 2010).

Earned media   Media arising from public and media relations efforts to "earn coverage in industry publications, both on- and offline and is composed of on and offline word of mouth, reviews, forums, social

media updates, videos, photos, online and offline publications, blogs, or news outlets (Corcoran, 2009)

Growth A process characterized by an increase in size, number, value or expansion (Doyle, Moore, Doherty & Hamilton, 2008)

Media Convergence: Refers to the flow of content across multiple media platforms, the cooperation between multiple media industries and the migratory behaviour of media audiences (Jenkins, 2006)

Medium Enterprise An enterprise with between fifty (50) and one hundred (100) employees (Thurik & Wennekers, 2004)

Owned media Media channel which is largely content-driven and involves no media buy, and includes media that are owned or wholly controlled by the brand such as digital media, custom content, location based pages , organization tube channels and organization assets such as websites, branded blogs, e-books or newsletters, website videos and owned presence on social media channels (Armano, 2011).

Paid media Regarded as the most traditional media and consists of both offline and online media and involves investment to pay for visitors, reached or conversions through search, display ad networks or affiliate marketing (Lieb & Owyang, 2012)

Shared media Media that is about the co-creation of content between brands and community and involves consumers working in concert with a brand to create and share/promote the brand's content offline and online (Lieb & Owyang, 2012)

Traded Media Media that involves companies working together with influencers and bloggers to garner product coverage or social media love in exchange for access, information, or input on a company's product (Cision, 2011)

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, literature, which is related to and consistent with the objectives of the study, is reviewed. Important theoretical and empirical problems are brought out; relevant literature on the aspects pertaining to the effects of media convergence on brand growth in the selected medium sized enterprises in Kenya was discussed.

2.2 Theoretical Review

2.2.1 Media convergence Theory

According to Chakaveh and Bogen (2007) media convergence is a theory in communications where every mass medium eventually merges to the point where they become one medium. For Jenkins (2006), networks and sponsors are joining forces with customers to shape the emotional context in which consumers view television and buy products. Jenkins analyzes many aspects of media convergence currently redefining the technological, economic, aesthetic, organic, and global media environment. According to Jenkins, convergence is both a "top-down" and "bottom-up" phenomenon. When a new technology is created, both the manufacturers and the users of the product influence the way it is used. Thus, no matter how much thought and planning a manufacturer puts into a product, consumers will ultimately decide its fate in the cultural marketplace.

At the same time, however, these companies are constantly being scrutinized by their consumers for the ways in which they shape the mechanisms of participation for their inspirational consumers. The discourse between consumer and provider of products, for Jenkins (2006) is a positive force that controls the companies, gives the consumer a voice that improves the method of disseminating information about the products. For Jenkins, emotional appeals are more important than rational appeals for consumers, and participation is the most important of all.

2.2.2 Schumpeterian Growth Model

The Schumpeterian growth model is based on three main ideas: it is about growth of the firm generated by innovations; innovations result from entrepreneurial investments that are themselves motivated by the prospects of monopoly rents; and new innovations replace old technologies: in other words, growth involves creative destruction (Schumpeter, 1937). The essential feature of Schumpeterian-growth models is the incorporation of technological progress which is generated by the endogenous introduction of product and/or process innovations in the firm. The term "endogenous" refers to innovations that result from conscious actions undertaken by economic agents (firms or consumers) to maximize their objective function (profits or utility) (Romer, 1994). Thus endogenous technological progress is due to innovation of a new productive idea created by profit-seeking entrepreneurs (Romer, 1990).

The Schumpeterian growth model expounds on the relationship between growth and long-term technological waves: why such waves are associated with an increase in the flow of firm entry and exit; why they may initially generate a productivity slowdown. In fact small firms exit more frequently than large firms; conditional on survival (Schumpeter, 1937). The effect of Schumpeterian growth models is related to two fundamental modeling building blocks: an economy's knowledge production function and its resource constraint. The former links the growth rate of knowledge (which is identical to the growth rate of technology) to R&D resources via a constant-returns-to-scale production function; while the latter requires that the sum of resources devoted to all activities must not exceed the available supply of these resources at each instant in time (Romer, 1994).

2.2.3 Social Media Model

The social media model was propounded by Ronnestam (2010) and consists of three models that guide brand into the social media landscape and they include: Social Staircase, Social Tool Matrix and Social Viral Spiral. The Social Staircase is a model that focuses on the overall process.

The Social Staircase consists out of 4 steps that guide the brand into the conversation landscape. First, establish a strategy that supports the brand. Secondly, focus on content. Think about the brand and the kind of value it can provide to the customers and potential fans and in which format. Thirdly after establishing the brand presence, it's time to gear up. Facebook, Twitter, Slideshare, WordPress, LinkedIn, Scribd, Google Buzz and others to ensure that that the brand reaches the target group. Move over to the conversation step by creating a set of social viral spirals and get down to business. Fourth, Listen. Talk back. Listen. Talk back. Listen. Talk…This is what a interactivity or conversation is all about. The brand creates valuable content and then once it's let out in the open the brand handlers must listen and learn how to fine tune those spirals.

Social tool matrix model facilitate the mapping of tactical tools to make sure you know when to keep your mouth shut, when to speak and when to listen and what content goes where. Every social network will provide the brand with its own possibilities and traps. Hence it's necessary to have structure, planning, organization and control. The Social Tool Matrix basically makes sure the brand analyses and chooses a set of social tools that can deliver on strategy. While entering stuff into the matrix brand managers answer the following questions: What tools shall the brand use to fulfil its strategy? What strategy and what presence should the brand support? Why should the brand use that particular tool?   Publish, interact, spread, buzz, images, video etc. Who should be responsible for the updates? Measures of success which may include people that comment on the brand blog posts, Diggs, Linkups, Facebook recommendations, Re-tweets, SEO effects and actual sales, however both qualitative and quantitative measurement benchmarks are important

Social viral spirals marks the start of brand conversation and it's about speed but it should be done with finesse and timing. What the Social Spiral does is basically define where, what, how and when the brand should seed brand content into the social web. Triggering conversations online must start somewhere and then continue over a series of social networks and tools depending on the brand objective. A brand or company can

have as many spirals as they want depending on what kind of brand. Things that affect the intensity/speed of the spirals include: type of content time-zones, Time of actual publishing, Internet behavioral patterns, number of followers on twitter, number of friends in social networks, amount of social networks where brand intend to interact, how unique is the brand content being promoted.

This study will adopt and utilize the media convergence theory, Schumpeterian growth model and social media model as it relevant to study variable and bring out the marketing issues such customer engagement, brand conversation, experience and positioning which the study seeks to examine. The model will also aid in effectively relating media convergence to brand growth

2.3 Empirical Literature

In a study on converged media imperative- how brands must combine paid, owned, and earned media., Rebecca and Owyang (2012) sampled consumers in six countries around the world: China, Colombia, Thailand, Italy, the United States, and the United Kingdom and used focus groups and vox pop interviews to learn how they chose brands and communicated with them. They leveraged on their connections panel to conduct research in five markets, Australia, China, Germany, Spain and the United States. They surveyed consumers to learn about the main decision drivers for the brands they chose, and how branded communication played a role in their purchase process. In the United States and China they surveyed consumers about shampoo, mobile network providers, home electronics, cars and fast food. In the other markets, we focused on shampoo. The total sample for the survey research was 4,031 consumers. The study also used econometric analytics to understand the relationship among paid, earned and owned brand and consumer activities. They gathered data from syndicated sources to create a total of 67 total models in three categories: Mobile network providers, cars and home electronics. In Australia, they also analyzed the leading shampoo brand. They looked at how investment or activity in one area, such as TV spending, affected another, such as consumer word-of-mouth about that brand. The study revealed that the lines between new and more traditional media channels have converged and companies must prepare for the continued

convergence of media hence marketers must take action, to utilise paid , owned, shared and earned media otherwise the effectiveness of marketing efforts will suffer.

In their study Rita, Mikko, Saara and Moisander (2011) examined the organizational interpretations of the strategic change that the converging media environment, co-created content and co-produced value entail for a media company. More specifically, the study investigated the challenge of moving towards co-created customer experience in an environment where the media producer and the media consumer increasingly interact. The study analytical perspective builds on the narrative approach, and the objective is to empirically explore and theoretically elaborate on the discursively constructed understanding of the strategic change. The study carried out a qualitative study among the personnel of a Nordic newspaper by conducting personal, semi-structured interviews. In the analysis the study identified three different narratives that we have labelled with the headings Print dominates, new business models and participatory experience. The study illustrated the organizational multivocal understanding of the strategic change in the context of a rapidly developing operating environment and shed new light on the challenges media companies face when moving towards experience-based relationships with their customers in the converging media environment.

In their Tracy & Christy (2011) study examined how buyers value collective buying deals through Internet-based daily deal websites such as Groupon.com has become a popular social commerce tool for consumers and retailers alike in recent years. Considering the benefits of deeply discounted prices for consumers and opportunities to drive store traffic and enhance product trials for retailers, the popularity is not surprising. The study established that despite the apparent mutual benefits, there are risks too. Anecdotal evidence reported by small businesses suggests that many deal offers fail to break even, attracting one-time, price-sensitive customers.

In a study on how Marketers can set themselves up for social media success with an integrated approach Sikowitz, (2009) sampled retail businesses that use social media in their media communication. The study established that fewer than 10% of a brand's Facebook fans see content that is posted by the brand. Eager to connect with and engage

their target consumer, brands are fighting for attention in this fragmented and crowded space, and can no longer rely on smart content distribution alone to drive engagement and organic fan acquisition and that they are now looking to paid media as an integral part of overall community strategy. The study revealed that established that brands are now begin to think about a strategy that integrates paid and earned in order to maximize their opportunity across social channels.

2.4 Theoretical Literature

2.4.1 Brand Growth

Growth serve as an instrument for increasing profitability by enlargement of the firm's market-share, securing the continuity of business in the conditions of growing demand increase in sales, increased coverage of the target market, increased awareness levels and market penetration level or all these together (Egan, 2008). Wood (2000) argues that brand strength (loyalty) results in future cash flows. Slater and Narver (1994) business performance is measured in such terms as profitability and sales growth. Strong brands reach high market shares and allow firms to charge price premiums. These and other performance benefits help firms to achieve business growth (Sethuraman & Cole, 1999).

Firms that outperform their competitors are likely to reach high business growth. Attracting customers from competitors and being able to retain them may represent the only way to gain business growth. A firm's market share is suggested to increase when the brand has a relative advantage in the minds of customers (Aaker, 1999). Those firms that outperform their competitors in retaining current customers will enjoy greater sales and profits, while success in customer acquisition ensures that customer defections are compensated, avoiding a negative impact on business growth (Egan, 2008).

To achieve brand growth, a brand must continuously reach all buyers of the category through consistent and continuous communication; ensuring that the brand is easy to buy, the brand gets noticed; refreshing and building memory structures; creating and using distinctive brand features and assets and being consistent and staying competitive (Farris, et al, 2010) In order to achieve growth the brand must build appropriate brand image,

heighten brand awareness, increase brand reputation and loyalty. Indeed, growth is the most appropriate indicator of the performance for surviving small firms and an important precondition for the achievement of other financial goals of business (Aaker, 1999). Hence an increasing number of marketers are leveraging a mix of paid, earned, owned media and shared media in their marketing strategies. By mixing all four forms of media the right way, the resulting concoction can be a powerful tool to fuel the growth of a brand's (Cision, 2011).

The most common way to grow the value of a brand is to extend its reach to new customers within the same product category. Credibility, affordability and findability are the most important means by which brands can increase their penetration. But it is important to recognize that this strategy carries risks as well as rewards. One of the most valuable roles of marketing is sustaining the existing brand franchise and pricing. Without continued affirmation of what the brand stands for existing users may become disenchanted or lured away by other more salient and vital brands. If, in seeking to attract new users, a brand needs to amend its existing positioning then it risks losing the very people who currently sustain it. Many strong brands have ultimately suffered by seeking to be all things to all people; in doing so they lose clarity and become commoditized. Rather than undermining an existing successful positioning, brands should instead seek to create additional value for existing users or extend the brand to new categories and countries.

If a brand can command a higher price, its value can be increased without large increases in penetration. Raising prices will have a direct effect on the bottom line since no additional production costs are incurred. Enhancing the desirability of a brand offers the best means to improve a brand's ability to command a price premium. However, the ability to charge a price premium can only be sustained if the brand continues to justify its meaningfulness and its difference.

2.3.2 Paid Media

In describing paid media Jenkins and Deuze (2008) aver that paid media is usually regarded as traditional approach and consists of both offline and online tactics, including print, television, billboard ads, online display ads, pay per click search ads among others. It involves investment to pay for visitors, reached or conversions through search, display ad networks or affiliate marketing. Offline traditional media like print and television advertising and direct mail remain important accounting for the majority of paid media spend (Cision, 2011). The main advantage associated with this media rest in its ability to reach a massive audience. Companies use paid media to draw awareness of unique characteristics of their brands. They also use the media to drive customer engagement, forming a network of potential customers either online or offline. For instance, Facebook's promoted posts, allow marketers to pay to ensure their posts are seen by their page's fans (Armano, 2011).

Marketers utilize any or all of online or offline ad products that is: promoted accounts and promoted trends to increase engagement with followers of the brand. Promoted Facebook comments, and sharing, Tweets allows brands to target their best performing content to related engagement streams on desktop and mobile. Promoted accounts is a way for brands to grow their followers through placement on a user's Twitter homepage, facebook targeted to users within a specific geographic area or with specific interests. Marketers can use promoted accounts to grow a follower base more likely to be interested in their content. Promoted trends are currently sold on a national level and user engagement depends on the trend topic a brand decides to promote (Cision, 2011).

Paid media is essential to brand growth as it facilitates communication with millions of potential customers on new media platforms such as Facebook, Twitter, Google+ and hundreds more is a necessity when creating an effective marketing strategy. Such platforms allow organizations to reach a larger number of customers with real time, relevant posts that provides their network with updates, reviews, pictures, news and more (Cision, 2011). Strong brands are differentiated and command a lot of awareness in mind space of consumers; still the attribute that actually results in increased sales is the

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powerful appeal these brands generate. Media convergence has altered relationships between audiences and markets and the rationality the marketers operate in their effort to enhance the growth of their brands in the market place (Egan, 2008).

2.3.3 Owned Media

Owned media channel is largely content-driven and involves no media buy, and includes assets that are owned or wholly controlled by the brand, such as digital media, custom content, location based pages and organization tube channels and assets such as websites, branded blogs, newsletters, white papers, presentations and social media channels and accounts (Lieb & Owyang, 2012). In fact owned media facilitates brands to get involved with customers and brands in an effective way. Furthermore, it fosters relationships across the brand growth cycle through customer engagement cycle availing brands with opportunities for long term growth (Cision, 2011b).

Brands are increasingly behaving like publishers with editorial staff managing content creation teams. Content marketing can facilitate brand information discovery through search and social channels. Content engages customers and fosters relationships throughout the customer lifecycle. Well-implemented owned media provides an opportunity for the brand to provide consumers experience while maintaining control over editorial content (Lieb & Owyang, 2012). In fact consumers are looking to express themselves online and welcome brands who act as enablers. This can take almost as many forms as the self-expression itself, for example, brands being entertaining, informative, playful, collaborative or helpful (Garrison & Dupagne, 2003)

In his view Ochman (2012) observes that in order to position the brand successful within the converged media the brand style and tone of voice needs to reflect the brand. Having a voice across multiple channels that jars with the company current image will put customers off and confuse them about who are and what the company offer. Getting as much detail down about the company target group will give the company insight into what will interest them, and the company can match the company content to maximise on the level of engagement the companies hope to see

Having a defined brand personality allows the company to speak to the company audience with a clear and distinct voice and demonstrates values and interests that match the company target group. Consider their interests, what makes them laugh, what do they spend their free time doing. All of this insight will give the company brand personality depth and character that the company will need to engage well using social media (Rubin 2012)..

The combination of customer targeting and creative content innovation is what makes some brands stand out amongst the sheer volume of new content being created by brands. When organizations execute on daily content and visual marketing tactics, they must have the basic questions of why and for who answered. Content and visuals must be planned according to customer information needs as well as build promotion into the content creation process (Golafshani, 2003)

 Owned media facilitate brands to position themselves both online and offline based on what the brands offer, the one thing that makes the brand unique, that one thing that gives the customers the reason to go to for the brand instead of the brand competitor (Salinas & Perez, 2009). The brand seeks for ways to add value and the brand will quickly be positioned in the mind of the company market as a thought leader (Solis, 2012). The brand positioning has to be about the customers, what the company can offer them, how the company can make them better, and what they will feel when they interact with the brand (Tynan McKechnie & Chhuon, 2010).

2.3.4 Earned Media

Earned media can be regarded as different forms of conversations occurring both online and offline in the media owned by the brand. Online this includes a company's own websites, blogs, mobile apps or their social presence on Facebook, Linked In or Twitter. Offline owned media may include brochures or retails stores. It's useful to think of a company's own presence as media in the sense that they are an alternative investment to other media and they offer opportunities to promote products using similar ad or editorial formats to other media (Corcoran, 2009).

Earned media includes brand-related conversations and user-generated content such as Retweets, likes, customer reviews and other user generated content that is not controlled by marketing teams; word-of-mouth that can be stimulated through viral and social media marketing and includes conversations in social networks, blogs and other communities. It's useful to think of earned media as developed through different types of partners such as publishers, bloggers and other influencers including customer advocates (Cision, 2011a).

Earned media has been the name given to publicity generated through public relations invested in targeting influencers to increase awareness about a brand (Cision, 2011a). Earned media is often the result of public and media relations efforts to "earn" coverage in industry publications, both on- and offline. In other words, it's achieving editorial brand presence within media without having to advertise. Types of earned media include consumers' social media posts, tweets, reviews, videos, photos, and open online communities. Another component of earned media is mentions in media or on social channels that are the result of PR or media relations (Zoch & Smith, 2002).

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stimulated through viral and social media marketing and includes conversations in social networks, blogs and other communities Cision, 2011b). As much as earned media is not under the control of the company brand executives, it can be influenced by marketers to the advantage of the company brands and is perceived by many brand consumers as the most genuine media channel (Corcoran, 2009).

For brands, earned media is the most elusive and difficult channel; while it can be influenced, it cannot be directly controlled. In comparison with other media, earned media is similar to owned media as earned media is based on content however it is content that has been created and shared by consumers of the media itself or the brand (Lieb & Owyang, 2012). Earned media puts a face and voice, to the company brand and enables the brand to participate in online conversations as a personality. Indeed a brand that chooses to win in social media is a brand that participates in the conversation and finds a way to humanize the public's perception of them (Dwyer, 2010).

The growth in consumers' access to information through earned media facilitated by tablet computers and smartphones which enhance the growing demand for instant gratification, anywhere, all the time (McRae, 2006). The concept of having real time information and news now means that brands are now in constant interaction and conversation with their consumers (Lieb & Owyang, 2012).

A large numbers of firms now recognize the advantages of earned media communities as a potential lever for developing brand conversation that affect their buying decisions arising from increased brand involvement among consumers (Corcoran, 2009). Solis (2012) further notes that brands leverage on customer networks to heighten their involvement with customers by communicating the brand solutions/benefits to a wider audience. In turn, customer involvement in the buying decision of product or service supports brand involvement because it allows customers to review the brands in reference to perceived use value (Zoch & Smith, 2002).

Earned media has become an indispensable and cost effective tool for promoting brand buzz and awareness through avenues such as facebook, twitter, the company tube and

foursquare, the unlimited number of bloggers, the numerous downloadable apps, and all the kids (and many adults) playing xbox live, talking to their friends while gaming or watching movies through netflix in virtual movie theatres (Dwyer, 2010).

2.3.5 Shared media

Shared media is about the co-creation of content and media between brands and community (Cision, 2011). Brand social web participation and interaction with consumers on sites like Facebook, Twitter, and the company tube that results in content is shared media since it's a result of a shared interaction. Shared media consists of open platforms or communities where customers co-create and collaborate with brands (Solis, 2012). Because of the nature of social sharing and engagement on social media sites, shared media can propagate across an individual's network to others, It can be safely concluded that paid and owned media inspire shared media and shared media can inspire earned media (Armano, 2011).

Consumers are becoming ever more active in their brand choice, and engaging in brand messaging across earned channels. Because of this, marketers seek to increase the level of engagement they have with consumers across (Cision, 2011). The battle for brand choice is increasingly a battle to engage and involve consumers in the purchase process with brand messaging in order to win consumer purchase choice (Corcoran, 2009). Co-creation and experience arising from shared media encourages and welcomes consumer input to brand messaging and differentiation campaigns aimed at enhancing brand competitiveness (Armano, 2011).

Richer, more interactive experiences, combined with the increasing interplay between brands and   shared media, mean that it is now possible for brands to engage in conversations and develop brand stories over many channels. Brands with embedded social interaction hooks can amplify and extend organic online conversations about its features and benefits and in the process position the brand favourably among customers.

Shared media encourage brand conversation which is able to blend and weave itself across multiple networks and in the process drive greater engagement and participation

for loyal customer and bring potential customers closer in. This dynamic is being leveraged by marketers to deliver and share richer and 'always-on' storytelling about a brand (Lieb & Owyang, 2012). A new set of brand-building priorities is emerging, including: shareable content: content and experience development that has 'share-ability' and is designed to enable and encourage brand promotion and conversation (Dwyer, 2010).

2.4 Summary and Research Gaps to be filled

More attention is being paid to the buyer journey and the multiple channels where paid, owned, earned and shared media can attract, engage and convert new business (Till, Baack & Waterman, 2011). However the convergence and integration of marketing tactics as a strategy brings many competitive advantages but also complexities. As marketing landscape continues to shift, marketers need to come up with plans and strategies of taking advantage of the converged media types.

Once thought of as stand-alone entities, media convergence channels are now more effective when combined (De Frets & Griffiths, 2008). But while the ins and outs of combining paid/owned media are more familiar to marketers, earned media remains difficult to harness. Converged media generates high volumes of conversations and data, but its return on investment remains frustratingly difficult for marketers to quantify as they are confronted with high tidal wave of Facebook "likes," tweets and social mentions, which can use to engage customers and drive sales. The more fundamental question is how marketers relate to social data to a holistic understanding of the consumer engagement patterns to drive marketing effectiveness and relevance

While the industry at large is excited about media convergence, there is lack of adequate resources and understanding among companies especially the small enterprises   to adequate utilise converged media to drive customer acquisition and retention (Nielsen Company, 2010). The some of the resources required to harness converged media are expensive for medium enterprises to acquire and use. In addition some of the small and medium enterprises are not competitive enough to effectively leverage on media

convergence. For them to be competitive they need to innovative in product development, process efficiency and customer service delivery which all require the deployment of organization resources to these areas (De Freitas and Griffiths (2008).

Generally, there is lack of awareness and appreciation among medium enterprises on how to use the various new media and this consequently constrained information generation on the influence of media convergence on brand growth especially among the medium enterprises as the studies already done involved big companies. Moreover there is limited organization- specific research on this area especially in Kenya. Hence this research study seeks to examine the effect of media convergence on brands growth in the medium enterprises in Kenya

2.5 Conceptual Framework

The study proposed that brand growth is influenced by paid, owned, earned and shared media as shown on the conceptual framework (figure 2.1) below. Paid media draws awareness of the enterprises products and services and drives customer engagement with the brand making customers to seek company products and services. Owned media facilitates brands to get involved with customers and brands in an effective way relative to paid media, fostering relationships across the brand growth cycle and through the customer engagement cycle availing brands with opportunities for long term growth. Earned media enhances brand conversation occurring both online and offline in the media. This includes a company's own websites, blogs, mobile apps or their social presence on Facebook, Linked In or Twitter. Shared media amplify and extend online conversations about brand features and benefits and in the process position the brand favorably among customers.

Independent variables   **Dependent variables**

```
┌─────────────────────────┐
│ Paid Media              │
│                         │
│ - Television            │─────────────┐
│                         │             │
│ -Radio                  │             │
└─────────────────────────┘             │
┌─────────────────────────┐             ▼
│ Owned Media             │      ┌──────────────────────────────┐
│                         │      │ Brand Growth                 │
│ - Company Website       │─────►│                              │
│                         │      │ - Price premium              │
│ -Newsletter             │      │                              │
└─────────────────────────┘      │ -Market Coverage             │
┌─────────────────────────┐      │                              │
│ Earned Media            │─────►│ -Profitability               │
│                         │      │                              │
│ -Blogs                  │      └──────────────────────────────┘
│                         │             ▲
│ -Online Forums          │             ┊
└─────────────────────────┘             ┊
                                        ┊  Moderating Variables
┌─────────────────────────┐      ┌──────────────────────────────┐
│ Shared Media            │      │ -Market Competition          │
│                         │      │                              │
│ -Facebook               │─────►│ -Organization Core competencies │
│                         │      │                              │
│ -Twitter                │      └──────────────────────────────┘
└─────────────────────────┘
```
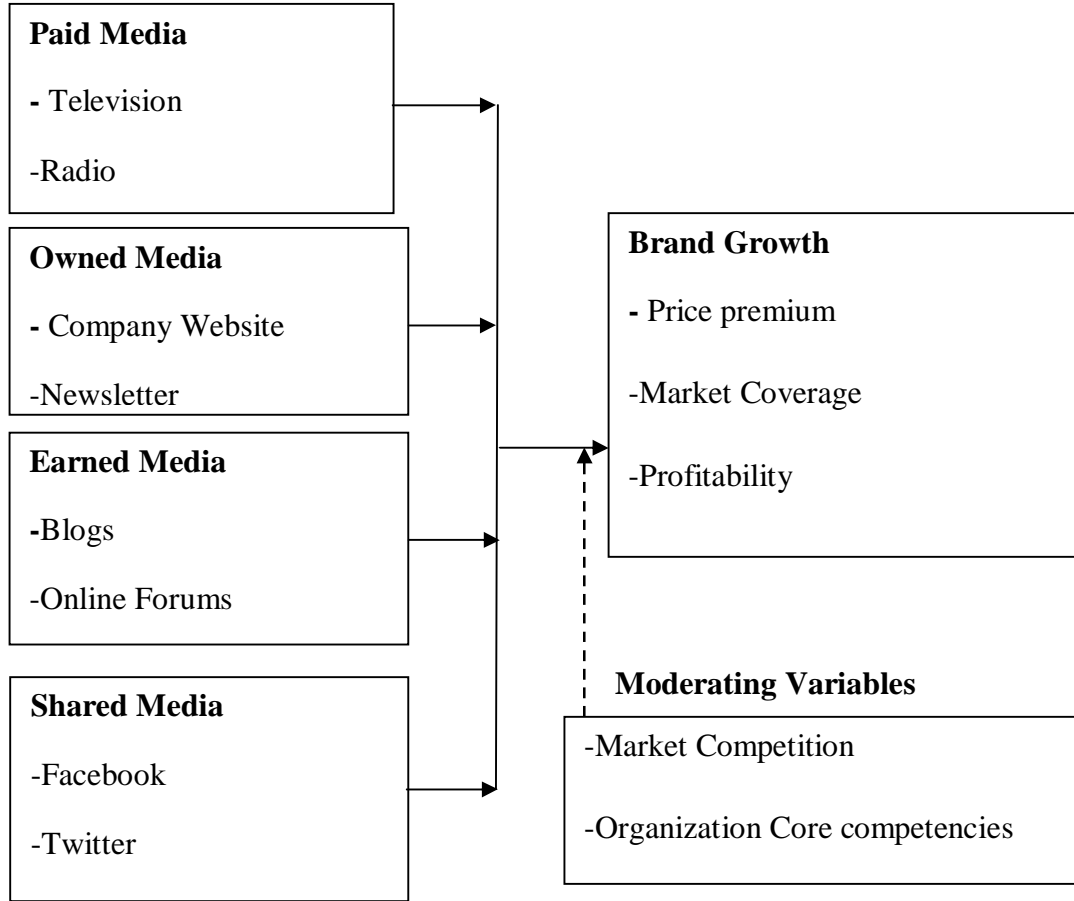
Fig. 2.1 Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1   Introduction

This chapter describes in detail the research methodology used in this study. The first aspect of the study dealt with the design, population and sample of the study and second part provided the tools and procedure employed in the data collection. It also presents the procedure of data organization analysis and presentation

3.2 Research Design

The study used descriptive research design in collecting data from the respondents on the effects of media convergence on brand growth among the medium enterprises in Nairobi County. The design was preferred because it gave insight into research problem by effectively describing the study variables and their relationships hence minimizing bias (Kothari, 2003).

3.3 Target Population of study

The term target population is commonly used to refer to precisely defined body of people or objects (the universe) under consideration for statistical purposes and to which the findings of the sample are to be generalized (Mugenda & Mugenda, 2008). The target population consisted of medium enterprise located within Nairobi County as indicate by the population frame provided by the licensing office at Nairobi City Council containing 320 medium enterprises in manufacturing, 1,100 medium enterprises in retail trade and 560 medium enterprises in the service industry that renewed their business licenses in 2014. However the study focused on medium enterprises in the trade and service businesses as indicated in table 3.1 below because they have direct interaction with the media and communication with customers

Table 3.1 Target Population

Business Areas	N=1,660	
	Frequency	**Percentage**
Trade	1,100	81.7
Service	560	18.3

Source: Licensing Office, Nairobi City Council, (2014)

3.4 Sampling

According to Trochim (2005) sample design is a working plan or structure, which specifies the population frame, sample size and sample selection and the procedure the study uses to select the final sample to study. The goal of all sampling methods is to obtain a sample that is representative of the target population. Hence a sample is part of the target (or accessible) population that has been procedurally selected to represent it and whose properties are studied to gain information about the whole. The study used Yaro Yamanne's formula and simple random sampling to obtain representative sample size.

3.5 Sample Size

The study used Yaro Yamanne's (1967) formula to determine the sample size from the population.

Yaro Yamanne's formula is given as:

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n   =   sample size

N   =   population

e   =   level of significance

1　　=　　Constant

The researcher used 5% 'level of significance to determine the sample size.

$$n \quad = \quad \frac{N}{1+ N\,(0.05)2}$$

$$n \quad = \quad \frac{1660}{1+ 1660\,(0.05)2}$$

$$n \quad = \quad \frac{1660}{1+ 1660\,(0.0025)}$$

22.525

$$n \quad = \quad \frac{1660}{1+ 4.15} \quad = \quad \frac{1660}{5.15}$$

$$\underline{322}$$

The enterprises were then clustered into 9 districts in Nairobi County made up of: Starehe, Dagoretti, Lang'ata, Kamukunji, Makadara, Kasarani, Embakasi, Njiru and Westlands and then 40% representation of MEs from each cluster was picked using simple random sampling giving a final sample size of one hundred and twenty eight (128) respondents as shown on table 3.2 below.

Table 3.2: Proportionate Sample Size

Districts	No. of MEs	Size
Starehe	36	14
Dagoretti	30	12
Lang'ata	19	8
Kamukunji	42	17
Makadara	38	15
Kasarani	44	17
Embakasi	53	21
Njiru	37	15
Westlands	23	9
Total	**322**	**128**

Source; Research Survey, (2015)

3.5 Data Sources and Instruments

The study used primary data. The data was collected from medium enterprises through questionnaires containing closed ended questions. The questionnaire contained demographic factors, while the main body of the questionnaire focused on 1) Brand growth, 2) paid media, 3) owned media and 4) shared media and 5) mediating variables. Interval measurement scale was used to measure the variables. The respondents were asked to rate statements on a five point likert rating scale where 1 represented =strongly agree; (2) =Agree; (3) = Neutral; (4) =Disagree; 5= (Strongly Disagree). The Likert scales were preferred because they take less time and are easy to answer (McCelland, 1994).

3.6 Validity & Reliability of Research Instruments

3.6.1 Validity of the Research Instrument

Validity refers to how well the instrument measures the construct it is intended to measure (Cooper & Schindler, 2008). Content validity was ensured by a review of literature on the research items, and then discussion with the peers was undertaken,

thereafter expert opinion from the supervisor who was familiar with the study construct reviewed the content of the instrument to establish how well the items actually measure the content. This allowed corrective revision to instruments to ensure that the data collected was valid.

3.6.2 Reliability of the Research Instrument

Reliability is the ability of an instrument to measure something consistently and repeatedly (Mugenda, 2008). In short, it is the stability or consistency of scores over time or across raters. A pilot study was conducted in order to ascertain and detect any ambiguities, questions that cannot be easily understood or poorly constructed and even those that were irrelevant in the research instrument. The pilot units, equivalent to one-tenth of the proposed sample size, were obtained from comparable members of the population from which the sample for the full study was taken. According to Mugenda and Mugenda (2003) one tenth of the sample size is sufficient for pilot testing. Thus the pilot study was conducted on thirteen (13) respondents from the target population who were not included in the final sample. The feedback from the pilot study was obtained through debriefing them individually and comparing the results.

The study shown on table 3.3 below measured the internal consistency (homogeneity) of the research instrument so as to establish how well each item in the instrument measures the same construct. To do this the study used Cronbach's alpha coefficient (which normally ranges between 0 and 1.0 with a set lower limit of acceptability of Cronbach alpha 0.7) (Nunnally & Bernstein, 1994).

Table 3.3: Reliability Analysis

Variables	n=13	
	Crobanch Alpha	**Items**
Paid Media	0.791	5
Owned Media	0.763	6
Earned Media	0.722	5
Shared Media	0.745	5
Average (All scales)	**0.755**	

Source; Research Survey, (2015)

The Findings of the pilot test analysis shown on table 3.3 above established that all the scales were significant having Alpha reliability coefficient above the prescribed threshold of 0.6., with the average alpha being 0.755 as shown on table 3.2 below. From the results it can be deduced that the research instrument measures what it claims to measure (valid) and yields consistent results (reliable) as the alpha values are closer to one another.

3.7 Multi-co linearity

Multicollinearity refers to a situation in which there is an exact or nearly exact linear relation among two or more of the variables. It is a case of multiple regression in which the independent variables are themselves highly correlated. Hence the multicollinearity makes some variables statistically insignificant while they should be otherwise significant. The test shown on table 3.4 below sought to determine the multicollinearity test among the study variables.

Table. 3.4. Test of Multicollinearity on Independent Variables

Independent Variables	n=13	
	Tolerance (I-R)2	VIF(Variance Inflation Factor)
Paid Media	0.735	1.212
Owned Media	0.681	1.653
Earned Media	0.864	1.051
Shared Media	0.940	1.075

Source, Research Survey, (2015)

Results of the multicollinearity test shown on table 3.4 above indicate that the tolerance levels for all the independent variables are greater than 0.1 or 10%, showing that there was no problem of multicollinearity among the independent variables

3.8 Data collection Procedure

The Questionnaires were administered to marketing/brand managers with the aim of accessing, their views on media convergence and effect on their brands growth. The questionnaires were administered on a "drop and pick-later" basis. The research assistant went through the questionnaire with the respondent and left it with them. This method created provision for personal contacts with the respondent. Each respondent received the same set of questions in exactly the same way. The questionnaires were also attached with a cover letter explaining the purpose of the study.

3.9 Data Analysis and Presentation

Data which was collected was chronologically arranged with respect to the questionnaire outline to ensure that the correct code was entered for the correct variable. Data cleaning was done and then tabulated. Data was then analyzed using descriptive statistics, Chi square statistics, regression and correlation with the aid of Statistical Package for Social

Sciences (SPSS 21.0). Descriptive statistics was used to analyze data using statistical frequencies, mean and standard deviation as is common in descriptive research design and enabled to give a picture of the data collected and used in the study. Chi square was used to test association between independent and dependent variables. Correlation was used to find out the degree of relationship between paid, owned, shared, earned media and brand growth. Multiple regression analysis was used to determine whether paid, owned, shared and earned media predict brand growth.

The model used for the study was:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y= Brand Growth

X_1 = Paid Media

X_2 = Owned Media

X_3 = Earned Media

X_4 = Shared Media

$\beta_1, \beta_2, \beta_3, \beta_4$ = Coefficients

β_0 = constant term

ε = Error Term.

Presentation of data was in form of tables

3.11 Ethical Considerations

Prior informed consent was obtained from each respondent before the questionnaire was dispatched. The respondents was informed of the purpose of the study and letter of introduction from the university was attached to each of the questionnaires Confidentiality of information was assured to the respondents and was observed by ensuring that unauthorized persons would have no access to the data collected. The

nature and quality of the participants' performances in the study were kept strictly confidential.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents the analysis of data based on the main objective of the study which was to examine the effects of media convergence on brand growth in selected medium sized enterprises sector in Kenya based on the specific objectives of the study which included effect of paid, owned, earned and shared media on brand growth which were analyzed using descriptive and inferential and results presented using distribution tables.

4.2 Presentation of the Findings

4.2.1 Response Rate

Out of the 128 issued questionnaires, 97 questionnaires representing 75.8% of the total questionnaires distributed were returned fully completed, while 31 questionnaires were not returned representing 24.2% of the total questions distributed to the respondents. It can be inferred that the response rate was good. According to Mugenda and Mugenda (2003) a response rate of 70% and over is excellent for analysis and reporting on the opinion of the entire population.

4.2.2 Demographic Characteristics

The results of the study shown on table 4.1 below shows the demographic characteristics of the respondents.

Table 4.1 Demographic Characteristics

Demographic factors	Scale	Distribution	
		F	**%**
Level of education of Respondents	Certificate	5	5.2
	Diploma	35	36.1
	Degree	38	39.2
	Others	19	19.5
Years of experience	3-5 years	66	68.0
	6-10 years	18	18.6
	11+ years	13	13.4
Length of Enterprise Existence	3- 5years	34	35.1
	6-8 years	29	29.9
	9-11 years	22	22.7
	12+ years	11	11.3
Legal status of the enterprise	Sole proprietor	41	42.3
	Partnership	35	36.1
	Limited Company	21	21.6

Source, Research Survey, (2014)

Results shown on table 4.1 above indicate that majority of the respondents indicated that: had attained a diploma level of qualification (36.1%) ; had been in service for 3-5

years (68.0%) their enterprises had been in existence for between 3-5 years(35.1%) and that the legal status of their enterprises are sole proprietorship(42.3%).

From the results it can be inferred that respondents who have been in the organization for a period beyond three years have the experience to discuss the importance of media communication to brand growth in their organization. While enterprises that have existed for more than three years may be assumed to be experiencing growth stage hence must be focusing on their brand growth through media communication. The findings of the study concurs with those of Ouma (2002) who established that the level of education of proprietors in the medium enterprises is relatively high with the average years spent in school being 9.41.The results also confirms the study of Ndemo, (2006) who found out that most of the medium enterprises are individually owned. The study also confirms the findings of Central Bureau of Statistics (2004) survey which found out that there is high rate of failure and stagnation among many medium enterprises and that only 38% of medium enterprises are expanding while 58% have stagnated and are most likely to close in their first three years of operation

4.2.2 Brand Growth

The data analysis shown on table 4.2 below shows the views of the respondents on whether their enterprises utilize converged media in communication with their customers.

Table 4.2 Utilization of converged media

Scale	Distribution	
	F	%
Yes	95	97.9
No	2	2.1
Total	**97**	**100**

Source: Research Survey (2015)

The findings of the study on table 4.2 above show that 97.9% of the total respondents utilize converged media in communication with their customers; while 2.1% do not utilize converged media. From the study results it can be concluded that most of the medium enterprises utilise converged media in communication with customers about their brand

The data analysis on table 4.3 below show the media category the respondent enterprise frequently utilize in communication with customers.

Table 4.3 Media Category Utilized

Scale	Distribution	
	F	**%**
Paid	16	16.8
Owned	28	29.5
Earned	21	22.1
Shared	23	24.2
All	7	7.4
Total	**95**	**100**

Source: Research Survey (2015)

Study findings on table 4.3 above indicate that majority (29.5%) of the respondents acknowledged that they frequently utilize owned media in communicating with their customers, while the least number (7.4%) of respondents utilize all the media categories.

From the results of the study it can be concluded that most medium enterprises utilise owned media while the least number of respondents all the categories of the media. The findings confirm the views of Cision, (2011) that most enterprises struggle to manage automation and social tools hence still use fragmented marketing plans, strategies and structures as they still view paid, owned, earned and shared media as separate

The study findings shown on table 4.4 below indicate the views of the respondents on whether their enterprises have a budget for media communication.

Table 4.4 Budget for media communication

Scale	Distribution	
	F	**%**
Yes	81	85.3
No	14	14.7
Total	**95**	**100**

Source: Research Survey (2015)

Results of the study shown on table 4.4 above indicate that most (85.3) of the medium enterprises have media budget, while the least number (14.7%) of respondents have no budget. It can be inferred from the results of the study that most medium enterprises have a media budget

Table 4.5 below shows the views of the respondents on which media category takes the biggest proportion of the media budget.

Table 4.5 Media that takes biggest proportion of media budget

Scale	Distribution	
	F	**%**
Paid	41	50.6
Owned	33	40.7
Earned	4	4.9
Shared	3	3.7
Total	**81**	**100**

Source, Research Survey, (2015)

Results of the study shown on table 4.5 above shows that majority (50.6%) of the respondents indicated that paid media takes the biggest proportion of the media budget while the shared media takes the least budget evidenced by 3.7% of the respondents. From the results of the study it can be concluded that most medium enterprise have a media budget

Table 4.6 below shows the views of the respondents on the effectiveness of converged media, in achieving brand growth.

Table 4.6 Effectiveness of Converged Media in Achieving Brand Growth

Scale	Distribution	
	F	%
Effective	40	42.1
Very effective	50	52.6
Not effective	5	5.3
Total	**95**	**100**

Source: Research Survey (2015)

The findings of the study indicated on table 4.6 above shows that majority (52.6%) of the respondents indicated that the use of converged media has been very effective in achieving brand growth in the organization while the least number(5.3%) of respondents pointed out that the use of converged media has not been very effective

From the results of the study it can be inferred that the use of converged media has been very effective. The findings of the study has enriched the findings of Solis (2012) which established that media convergence has become essential to the growth of brand as it facilitates communication with millions of potential customers on both traditional and new media platforms

Data analysis on table 4.7 below shows the views of the respondents on indicators of brand growth in the medium enterprises

Table 4.7: Brand Growth Indicators

Statement		Distribution				
		SA	A	N	D	SD
Enterprise sales	F	20	52	4	9	10
	%	21.1	54.7	4.2	9.5	10.5
Coverage of the target market	F	15	44	2	20	14
	%	15.8	46.3	2.1	21.1	14.7
Awareness levels	F	50	22	5	11	7
	%	52.6	23.2	5.3	11.6	7.4
Market penetration level	F	55	21	3	10	6
	%	57.9	22.1	3.2	10.5	6.3
Profitability	F	57	19	2	9	8
	%	60.0	20.0	2.1	9.5	8.4

Source: Research Survey, (2015)

Results of the study on table 4.7 above shows that majority of the respondents and of the respondents strongly agreed and agreed respectively that the use of converged media by enterprise has led to brand growth, indicated by an increase in: brand sales (54.7%); coverage of the target market (46.3%), awareness levels (52.6%); market penetration level (57.9%) and profitability (60.0%).

Based on the results of the study it can be concluded that the use of converged media by enterprise has led to brand growth, indicated by an increase in brand sales, increased

coverage of the target market, enhance brand awareness levels,   increased market penetration level and profitability. This confirms the views of Egan, (2008) that growth serve as an instrument for increasing profitability by enlargement of the firm's market-share, securing the continuity of business in the conditions of growing demand; increase in sales, increased coverage of the target market, increased awareness levels and market penetration level

4.2.4 Paid Media

The study on table 4.8 below shows the views of the respondents on whether paid media affects brands growth in medium enterprises.

Table: 4. 7. Whether Paid Media affects Brands Growth in Medium Enterprises

Scale	Distribution	
	F	**%**
Yes	91	95.8
No	4	4.2
Total	**95**	**100**

Source: Research Survey (2015)

The results of the study shown on table 4.8 above indicated that   95.8% of the study respondents acknowledged that paid media affects brands growth in medium enterprises, while 4.2% indicated that brands growth in medium enterprises is not affected by paid media.

Based on the results of the study it can be deduced that paid media affects brands growth in medium enterprises. These findings are in line with those of   Armano, (2011) who observed that using paid media to draw awareness of unique and valuable paid media drives customer engagement and that makes the use of offline and online promoted posts,

which allow marketers to pay to ensure their posts, are seen by their actual customers and potential customers hence effectively differentiating their brands

Data analysis shown on table 4.9 below shows the views of respondents on the effects of paid media based on Brand growth.

Table 4.9: Effects of Paid Media on Brand Growth in Medium Enterprises

Statement		Distribution				
		SA	A	N	D	SD
Customer recall levels	F	22	49	3	13	8
	%	23.2	51.6	3.2	13.7	8.4
Customer favorable purchase views (intent)	F	58	16	2	10	9
	%	61.1	16.8	2.1	10.5	9.5
Consumer loyalty	F	53	20	3	7	12
	%	55.8	21.1	3.2	7.4	12.6
Brand differentiation	F	27	46	2	5	15
	%	28.4	48.4	2.1	5.3	15.8

Source: Research Survey, (2015)

The study results shown on table 4.9 above indicate that majority of the respondents agreed and strongly agreed respectively that paid media has facilitated an increase in favorable purchase views by potential brand customers (61.1 %); enhanced the recall levels of the brand among the brand customers resulting in increased sales and growth(51.6%) ; has led to an increase in loyalty to the brand by the customers (55.8%); and that the use of use of paid media by brands in the medium enterprises results in increased brand differentiation in the market(48.4%).

This implies that brand growth is influenced by the effects of use of paid media which consists of: an increase in favorable purchase views (intention) by potential brand customers; enhanced recall levels of the brand   among the brand customers, increased loyalty to the brand by the customers and increased brand differentiation in the market, impacting brand sales, market coverage, awareness and market penetration. The findings of the study reinforces the findings of Armano, (2011) that companies use paid media to draw awareness of unique characteristics of their brands; to drive customer engagement and to form a network of potential customers either online or offline.

4.2.5. Owned Media

Table 4.10 below shows the views of the respondents on whether owned media affects brands growth in medium enterprises.

Table: 4. 10 Whether Owned Media affects Brands Growth in Medium Enterprises

Scale	Distribution	
	F	**%**
Yes	83	87.4
No	12	12.6
Total	**95**	**100**

Source: Research Survey, (2015)

The findings shown tables 4.10 above indicate that 87.4%of the respondents agreed that owned media affects brands growth in medium enterprises, while 12.6% indicated that brands growth in medium enterprises is not affected by owned media.

From the study it can be deduced that owned media affects brands growth in medium enterprises. These findings are in concurrence with the views expressed by Salinas and Perez (2009) that   owned media facilitate brands to position themselves both online and

offline based on what the brands offer, and reinforced by Solis (2012) that owned media quickly position brands in the mind of the company markets.

Table 4.11 below shows the views of respondents on the effects of owned media on brand growth in the medium enterprises

Table 4.11: Effects of Owned Media

Statement		Distribution				
		SA	A	N	D	SD
Increase in brand engagement with customers	F	18	50	3	11	13
	%	18.9	52.6	3.2	11.6	13.7
Effective Positioning of Brands	F	57	16	2	10	10
	%	60.0	16.8	2.1	10.5	10.5
Enhance brand share at the customer decision table	F	55	19	4	6	11
	%	57.9	20.0	4.2	6.3	11.6
Reduced communication costs with customers	F	26	51	5	7	6
	%	27.4	53.7	5.3	7.4	6.3

Source: Research Survey, (2015)

Results of the study on table 4.11 above indicate that majority and of the respondents agreed and strongly agreed respectively that use of owned media leads to: to an increase in brand engagement with customers(52.6%), increased awareness levels arising from effective positioning of the brand among the customers (60.0%), enhance brand share of the voice at the customer decision table arising from increased brand recognition in the

market (57.9%) and reduction in communication costs with customers all leading to brand growth (53.7%). This is in line with the views of Cision, (2011) that owned media facilitates brands to get involved with customers and brands in an effective way and fosters relationships across the brand growth cycle through customer engagement cycle availing brands with opportunities for long term growth. The study also enriches the findings of Lieb & Owyang,(2012) that established that well-implemented owned media provides an opportunity for the brand to provide favorable consumers experience and to effectively position their brands while maintaining control over editorial content

The data analysis on table 4.12 sought to determine whether earned media affects brands growth in the medium enterprises.

Table: 4.12. Whether Earned Media affects Brands Growth in Medium Enterprises

Scale	Distribution	
	F	**%**
Yes	90	94.7
No	5	5.3
Total	**95**	**100**

Source, Research Survey, (2014)

Results on table 4.12 above show that 94.7% of total respondents indicated that earned media affects brands growth in the medium enterprises, while 5.3% indicated that earned media does not affect brand growth in the medium enterprises.

Based on the results of the study it can be deduced that earned media affects brands growth in the medium enterprises. The research finding confirms the view of Dwyer (2010) that earned media has become an indispensable and cost effective tool for

promoting brand buzz and awareness through avenues such as facebook, twitter, the company tube and foursquare, the unlimited number of bloggers, and the numerous downloadable apps. The study findings also concurs with the observations of Corcoran (2009) that a large numbers of firms now recognize the advantages of earned media communities as a potential lever for developing brand conversation that affect their buying decisions arising from increased brand involvement among consumers.

Table 4.13 below shows the views of respondents on the effects of earned media on brand growth in medium enterprises

Table 4.13: Effects of Earned Media on Brand Growth in the Medium Enterprises

Statement		Distribution				
		SA	A	N	D	SD
Increased conversation about brand benefits	F	14	55	4	12	10
	%	14.7	57.9	4.2	12.6	10.5
High level of brand visibility in the target market	F	56	6	5	13	15
	%	58.9	6.3	5.3	13.7	15.8
Improved relations with the customers and other stakeholders	F	12	58	3	11	11
	%	12.6	61.1	3.2	11.6	11.6
Reduced brand communication cost which can be diverted to brand development.	F	57	10	2	14	12
	%	60.0	10.5	2.1	14.7	12.6

Source: Research Survey (2015)

According to the results of data analysis shown on table 4.13 above majority of the respondents agreed and strongly agreed respectively that use of earned media greatly enhance conversation about brand benefits among the customers (57.9%); ensures that there is a high level of brand promotion in the market leading to increased brand visibility(58.9%); enhances improved relations (goodwill) with the customers and other stakeholders who are key to brand performance and growth in the market(61.1%) and reduce brand communication cost which can be diverted to other areas of brand development (60.0%).

From the findings of the study it can be concluded that brand growth is influence by: enhanced conversation about brand benefits among the customers; high level of brand promotion in the market leading to increased brand visibility; improved relations (goodwill) with the customers and other stakeholders who are key to brand performance and growth in the market and reduce brand communication cost which can be diverted to other areas of brand development. This enhances brand sales, market coverage, awareness and market penetration. The study findings are in line with the views of Solis (2012) who found out that brands leverage on customer networks to heighten their involvement with customers by communicating the brand solutions/benefits to a wider audience. In turn, customer involvement in the buying decision of brands supports brand involvement because it allows them to review the brands in reference to perceived use

4.2.7 Shared Media

Table 4.14 below shows the views of the respondents on whether shared media affects brands growth in the medium enterprises.

Table: 4.14 Whether Shared Media affects Brands Growth

Scale	Distribution	
	F	%
Yes	89	93.7
No	6	6.3
Total	**95**	**100**

Source: Research Survey (2015)

The findings of the study on table 4.14 shows that   93.7% of the total respondents acknowledged that   shared media affects brands growth in medium enterprises, while 6.3% indicated that shared medium does not affect brands growth in medium enterprise.

Based on the above findings of the study it can be deduced that shared media affects brands growth in medium enterprises. The results of the study concurs with sentiments expressed by Corcoran (2009) that the battle for brand choice is increasingly a battle to engage and involve consumers in the purchase process with brand messaging in order to win consumer purchase choice. The findings are also in line with the findings of Dwyer, (2010) that established that a new set of brand-building priorities is emerging, including: shareable content: content and experience development that has 'share-ability' and is designed to enable and encourage brand promotion and conversation

Table 4.15 below shows the views of respondents on the effects of shared media on brand growth among the medium enterprises

Table 4.15 Effects of shared media on Brand Growth

Statement		Distribution				
		SA	A	N	D	SD
Heavy customer involvement with the brand	F	27	54	3	5	6
	%	28.4	56.8	3.2	5.3	6.3
Brands are now in constant interaction with their customers	F	15	59	2	11	8
	%	15.8	62.1	2.1	11.6	8.4
Brands engage their consumers with an interactive experience	F	53	26	3	7	6
	%	55.8	27.4	3.2	7.4	6.3
Brands customer reviews and feedback	F	22	55	4	8	6
	%	23.2	57.9	4.3	8.4	6.3
Amplification of brand features and benefits	F	20	51	3	14	7
	%	21.1	53.7	3.2	14.7	7.4

Source: Research Survey, (2014)

Results on table 4.15 above indicate that majority and (53.7%) of the respondents agreed and strongly agreed respectively that use of shared media: ensures that there is heavy customer involvement with the brand leading to brand increase in brand sales (56.8%); encourage consumer reviews which provide useful feedback for brand performance process (57.9%); amplify and extend online conversations about brand features and benefits and in the process position the brand favorably among customers

(53.7%); leverage on customer conversations to promote their brands resulting in brand growth (62.1%).

The implication from the study findings is that brand growth is influenced by shared media which facilitate heavy customer interaction with the brand; enhance continuous customer reviews which provide useful feedback for brand performance; amplify and extend customer conversations about brand features and benefits thereby positioning the brand favorably among customers, ensure effective leveraging on customer conversations and reviews to customizes brands and facilitate reduction in communication costs resulting increased brand sales, market coverage, awareness, market penetration and profitability. The results of the analysis agree with the findings of Lieb & Owyang, (2012) that shared media encourage brand conversation which is able to blend and weave itself across multiple networks and in the process drive greater engagement and participation for loyal customer and bring potential customers closer in.

4.2.8 Media Convergence and Brand Growth

The Pearson correlation analysis shown on table 4.17 below sought establish whether media convergence (paid, owned, earned and shared media) affect brand growth as per the research hypotheses.

Table 4.16 Correlation between Media Convergence and Brand Growth

	MC	PM	OM	EM	SM	BG
Media convergence (MC)	1					
Paid Media (PM)	.527	1				
	.002					
Owned Media (OM)	.671	.532	1			
	.000	.003				
Earned Media (EM)	.563	.671	.547	1		
	.000	.004	.000			
Shared Media (SM)	.682	.554	.672	.593	1	
	.002	.000	.004	.001		
Brand Growth (BG)	.651	.522	.539	.608	.616	1
	.000	.000	.003	.002	.000	
Correlation is significant at the 0.05 level (2-tailed).						

Source; Research Survey, (2015)

H$_0$1: **Paid media has no significant effect on brand growth in the selected medium sized enterprises**

Results of the analysis shown on table 4.16 above indicate that there was a moderate significant and positive relationship between paid media (r = .527, p<.005) and brand growth in the medium seized enterprises. Hence the H$_0$1 hypothesis which stated that paid media has no significant effect on brand growth in the selected medium sized enterprises was rejected and the alternative hypothesis which states that paid media has significant effect on brand growth in the selected medium sized enterprises was accepted

H$_O$2: **Owned media has no significant effect on brand growth in the selected medium sized enterprises**

Findings of the study shown on table 4.16 above indicate that there was a moderate significant and positive relationship between owned media (r = .671, p<.005) and brand growth in the medium seized enterprises. Hence the H$_0$2 hypothesis which stated that owned media has no significant effect on brand growth in the selected medium sized enterprises was rejected and the alternative hypothesis which states that owned media has significant effect on brand growth in the selected medium sized enterprises was accepted

H$_O$3: **Earned media has no significant effect on brand growth in the selected medium sized enterprises**

The results of the study shown on table 4.16 above indicate that there was a moderate significant and positive relationship between earned media (r = .563, p<.005) and brand growth in the medium seized enterprises. Hence the H$_0$3 hypothesis which stated that earned media has no significant effect on brand growth in the selected medium sized enterprises was rejected and the alternative hypothesis which states that earned media has significant effect on brand growth in the selected medium sized enterprises was accepted

H$_O$4:   Shared media   has no significant effect on brand growth in the selected medium sized enterprises

The findings of the study on table 4.16 above show that that there was a moderate significant and positive relationship between earned media (r = .682, p<.005) and brand growth in the medium seized enterprises. Hence the H$_0$4 hypothesis which stated that shared media has no significant effect on brand growth in the selected medium sized enterprises was rejected and the alternative hypothesis which states that shared media has significant effect on brand growth in the selected medium sized enterprises was accepted

Based on the results of the correlation analysis it can be concluded that the use of paid, owned , earned and shared media, have positive influence on brand sales, market coverage , awareness and market penetration of   medium enterprises brands hence brand growth in the medium enterprises. The study reinforces the views of Corcoran, (2009) who observed that successful companies utilize two or more forms of converged media to enable their brands to reach customers where, what, how and when they want, regardless of channel, medium or device online or offline

H$_O$5:   The combined components of media convergence (Paid, Owned, Earned and Shared media) has no significant effect on brand growth in the selected medium sized enterprises

The study shown on table 4.17 below sought to determine the combined effect of media convergence (paid media, owned media, earned media and shared media on brand growth in the medium enterprises using regression analysis

Table 4.17: Coefficients of Media Convergence and Brand Growth

Variables	Coefficients			t	Sig.
	B	Std. Error	Beta		
(Constant)	2.131	0.521	0.000	4.092	0.000
Paid Media	0.924	0.460	0.031	2.001	0.045
Owned Media	0.244	0.121	0.235	2.016	0.000
Earned Media	0.280	0.139	0.305	2.014	0.001
Shared Media	0.209	0.103	. 0. 220	2.029	0.000

*Dependent Variable: Brand Growth **significance level of: 0.005 * 2 tailed Test

Source, Research survey, (2015)

Table 4. 18. Summary Model

	R	R Square	F (ANOVA)	Sig
1	0.803[a]	0.645	3.877	0.003

. Dependent Variable: Brand Growth

Source; Research Survey (2015)

Results of the study on table 4.18 show correlation coefficient (r) of .803 and coefficient of determination (r2) of 0.645 implying that the use of paid, owned, earned and shared media by medium enterprises affect 64.5% of the brand growth in the medium enterprises.

From the results of the study it can be concluded that use of paid, owned, earned and shared media by medium enterprises influence their brand growth. The findings of the

study enriches the findings of Farris, et al, (2010) who found out that ddifferent kind of media appeal differently to different market segments as such organizations have tended to leverage on various media (paid, owned, earned, shared and traded media) to achieve market competitiveness and brand growth

Results shown on table 4.17 above indicate that taking all the values of independent variables (paid, owned, earned and shared media) constant at zero (0), the predicted value of brand growth will be at 2.131. Therefore a unit change in paid media affects brand growth by a factor of 0.924; use of owned media by medium enterprises will result in increase in brand growth by a factor of 0.244; use of earned media by medium enterprises will lead to increase in brand growth by a factor of 0.280 and use of shared media by medium enterprises will lead to increase in their brand growth by a factor of 0.209 respectively.

Hence the regression model was expressed as:

$$BG = 2.131 + 0.924\,X_1 + 0.244X_2 + 0.280X_3 + 0.209X_4$$

From the results of the regression analysis; the H_O5 hypothesis which stated that the combined components of media convergence (Paid, Owned, Earned and Shared media) has no significant effect on brand growth in the selected medium sized enterprises was rejected and the alternative hypothesis which states that stated that the combined components of media convergence (Paid, Owned, Earned and Shared media) has significant effect on brand growth in the selected medium sized enterprises was accepted. The results confirms the views of Armano, (2011) and Lieb & Owyang (2012) that successful company's brands use paid media to broadcast earned media in a scalable and targeted way to reach broader audiences Likewise by integrating earned media into owned media properties brands achieve strong visibility and differentiation in the market place resulting in brand growth

4.3 Summary

Data analysis was done by editing and coding with the goal of highlighting useful information, suggesting conclusions, and supporting interpretations. It involved breaking down factors identified through the data collected into simpler coherent parts in line with the objectives of the study in order to derive meanings. The tabulated data was analyzed quantitatively by calculating various percentages, while descriptive data was analyzed qualitatively by organizing collected data into meaningful notes. The presentation of the results of quantitative analysis was in form of tables, so as to highlight the results. The data analysis established existence of a relationship between paid, owned, earned and shared media and brand growth in the medium enterprises.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.1 Introduction

The purpose of this chapter was to summarize the findings, discuss and draw conclusions and recommendations on the findings of the main objective of the study which was to examine the effects of media convergence on brand growth in selected medium sized enterprises in Kenya based on the specific objectives of the study which included effect of paid, owned, earned and shared media on brand growth

5.2 Summary of Findings of the Study

5.2.1 Converged Media

The purpose of the study was to examine the effects of media convergence on brand growth in selected medium sized enterprises in Kenya. The study established that the use of converged media (paid, owned, earned and shared media) has been very effective in achieving brand growth in medium enterprises in Kenya.

5.2.2 Paid Media

The study established that paid media affects brands growth in the medium enterprise sector as paid media has facilitated an increase in favorable purchase intention by potential brand customers; enhanced the recall levels of the brand among the brand customers resulting in increased sales and growth; has led to an increase in loyalty to the brand by the customers leading to growth of the brand and that the use of use of paid media by brands in the medium enterprises results in increased brand differentiation in the market

5.2.3 Owned Media

The study found that owned media affects brands growth in medium enterprises since enterprise use of owned media lead to an increase in brand engagement with customers, increased awareness levels arising from effective positioning of the brand among the customers, enhance brand share of the voice   at the customer decision table arising from increased brand recognition in the market and reduction in communication costs with customers all leading to brand growth

5.2.4 Earned Media

The results of the study revealed that earned media affects brands growth in the medium enterprises as use of earned media greatly enhance conversation about brand benefits among the customers; ensures that there is a high level of brand promotion in the market leading to increased brand visibility; enhances improved relations (goodwill) with the customers and other stakeholders who are key to brand performance and growth in the market; reduce brand communication cost which can be diverted to other areas of brand development.

5.2.5 Shared Media

The study established that shared media affects brands growth in medium enterprises since use of shared media: ensures that there is heavy customer involvement with the brand leading to brand increase in brand sales; encourage consumer reviews which provide useful feedback for brand performance process; amplify and extend online conversations about brand features and benefits and in the process position the brand favorably among customers; leverage on customer conversations and reviews to promote their brands, personalize and   reduce communication costs hence resulting in brand growth

5.3 Conclusion of the Study

Paid media affects brands growth in the medium enterprises as paid media has facilitated an increase in favorable purchase intention by potential brand customers; enhanced the

recall levels of the brand among the brand customers resulting in increased sales and growth. Furthermore the use of paid media has also led to an increase in customer loyalty to the brand and increased brand differentiation in the market leading to growth of the brand

Owned media affects brands growth in medium enterprises since medium enterprise use of owned media leads to an increase in brand engagement with customers and increased awareness levels arising from effective positioning of the brand among the customers. In addition the use of owned media by medium enterprises has enhanced brand share of the voice at the customer decision table arising from increased brand recognition in the market and reduction in communication costs with customers all leading to brand growth

Earned media affects brands growth in the medium enterprises as the use of earned media by medium enterprises greatly enhance conversation about brand benefits among the customers; ensures that there is a high level of brand promotion in the market leading to increased brand visibility. It was further established that use of earned media has enhanced improved relations (goodwill) with the customers and other stakeholders who are key to brand performance and growth in the market and reduce brand communication cost which can be diverted to other areas of brand development

Shared media affects brands growth in medium enterprises as use of shared media by medium enterprises facilitates heavy customer involvement with the brands leading to brand increase in brand sales; encourage consumer reviews which provide useful feedback for brand performance process. Medium enterprises also use shared media to amplify and extend online conversations about brand features and benefits and in the process position the brand favorably among customers. The medium enterprises leverage on customer conversations and reviews in shared media to promote their brands, personalize and reduce communication costs hence resulting in brand growth

5.4 Recommendation

5.4.1 Recommendation for Practitioners

To achieve maximum effect on their brand growth there is need for marketers to utilize all of online and offline paid media such as promoted accounts and promoted trends to increase engagement with followers of the brand as promoted comments, and sharing allowing brands to effectively target their customers through popular content and advertisements

There is need for marketers to effectively leverage on owned media by customizing their content to match the needs of their target market or customers by having content that reflects market opportunities specific to the market segment or target group so as to increase their relevance and support of their brands.

There is need for brand managers or marketers to take advantage of earned media through the creation of unique content and offerings tailored to each specific target market or customers. This will ensure that customers consistently stay active and engaged with the enterprise brands and are positioned effectively against competition in the market

To achieve effective results brand managers or marketers need to encourage customer reviews through shared media, whether through social sites like Google+ Local pages, Yelp listings, or another review-generation platform as they not only provide useful feedback for the internal-brand assessment process but they also shape consumer opinions

There is need for marketers or brand managers to take advantage of different kinds of converged media that appeal to a specific market segment (rather than treating each media category) as separate enhance their brand position in the marketplace by reaching customers where, what, how and when they want.

5.4.2 Suggestion for Further Research

The study did not examine all the effects of media convergence on brand growth in the medium enterprises but focused on paid, owned, earned and shared media, in addition it also focused on only selected medium enterprises located in Nairobi County due to time limit and financial constraints posing a comparison challenge. However, a representative sample was obtained from the study population and in depth analysis of the effects was done thus ensuring that generalization of the study findings was possible. It is therefore important that further comprehensive study on the other effects of media convergence be done encompassing a wider the target population and sample size

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APPENDICES

APPENDIX I :   RESEARCH QUESTIONNAIRE

Please answer all the questions as best as you can.

Please Tick as appropriate

PART 1: Demographic Factors

1. Name : __._____Optional

2. Respondents level of Education

a) Certificate   b) Diploma level [ ] c) Degree level   [ ]   c) Others (specify)

 6. Years of working in the enterprise

>   a)   0-4 yrs   [ ]
>   b)   5-9 yrs   [ ]
>   c)   10-19 yrs [ ]
>   d)   20 +yrs   [ ]

7. Years of Existence of the enterprise

>   a)   1-2 yrs   [ ]
>   b)   3-5 yrs   [ ]
>   c)   6-8 yrs   [ ]
>   d)   9-11   [ ]
>   e)   12 +yrs   [ ]

7. Does your organization utilize converged media in brand communication with customers?

 Yes [   ]   No [   ]

8. Which Media category does your enterprise   frequently utilize to communicate with their clients?

Paid [   ]   Owned [   ]   Earned [   ] Shared [   ]

9. Do you have a budget for media communication?

Yes [   ]   No [   ]

10. Which of the media categories takes the biggest proportion of the media budget?

Paid [   ]   Owned [   ]   Earned [   ] Shared [   ]

11. How effective has been the use of converged media in achieving Brand Growth in your organization?

   Very effective [   ]   Effective [   ] Not effective [   ]

PART 2: **Brand Growth**

12. Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree(A); 3=Neutral (N); 4=Disagree (D); 5=Strongly Disagree (SD), Please indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
The enterprise has realized increased sales from the use of converged media leading to brand growth in the market					
The use of converged media has facilitated increased coverage of the target market by medium enterprise brands resulting in brand growth					

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
The enterprise has realized increased brand profitability from the use of converged media resulting in brand growth					
The enterprise has seen an increase in market penetration level arising from the use of converged media leading to brand growth					

PART 3: Paid Media

13. Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree(A); 3=Neutral (N); 4=Disagree (D); 5=Strongly Disagree (SD), indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
Paid media has facilitated an increase in favorable views by potential brand customers					
Paid Media has enhanced the recall levels of the brand among the brand customers in the medium enterprises resulting in increased sales and growth					
Paid medium has led to an increase in loyalty to the brand by the customers leading to growth of the brand					
The use of paid media by brands in the medium enterprises results in increased brand differentiation in the market					

14. Does paid media affect   brands growth in the selected medium enterprises?

   Yes   [   ]   No [   ]

PART 4: Owned Media

15. Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree(A); 3=Neutral (N); 4=Disagree (D); 5=Strongly Disagree (SD), please indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
Using owned media lead to an increase in brand engagement with customers resulting in brand growth					
Use of owned media lead to increased awareness levels arising from effective positioning of the brand among the customers					
The use of owned media significantly enhance brand share of the voice at the customer decision table arising from increased brand recognition in the market and this contributes to brand growth					
The use of owned media reduce communication costs with customers and lead to brand growth					

16. Does owned Media affect   brands growth in the selected medium enterprises?

   Yes   [   ]   No [   ]

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PART 5: Earned Media

17. Using a scale of 1-5, where1= Strongly Agree (SA); 2=Agree (A); 3=Neutral (N); 4=Disagree (D); 5=Strongly Disagree (SD),, please indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
The use of earned media greatly enhance conversation about brand benefits among the customers leading to brand growth					
By using earned media the enterprise ensures that there is a high level of brand promotion in the market leading to increased brand visibility and eventually growth					
Earned media enhances improved relations (goodwill) with the customers and other stakeholders who are key to brand performance and growth in the market					
Using earned media enterprises is relatively cheaper hence resulting in brand savings which can be used in other areas of brand development.					

18. Does earned media affect brands growth in the selected medium enterprises?

Yes [   ]   No [   ]

PART 6: Shared Media

19. Using a scale of 1-5, where 1= Strongly Agree (SA); 2=Agree(A); 3=Neutral (N); 4=Disagree (D); 5=Strongly Disagree (SD), please indicate the extent to which you agree with the following statements

	Strongly agree	Agree	Neutral	disagree	Strongly disagree
By using shared media enterprises ensure that there is heavy customer interaction with the brand leading to brand increase in brand sales					
By using shared media brands encourage continuous consumer reviews which provide useful feedback for brand performance process					
Brands with embedded social interaction hooks can amplify and extend conversations about its features and benefits and in the process position the brand favorably among customers					
By using shared media enterprises leverage on customer conversations and reviews to customizes brand and reduce communication costs resulting in brand growth					

20. Does shared media affect brands growth in the selected medium enterprises?

Yes   [ ]   No

Thank You for Your Co-Operation

APPENDIX: II LETTER OF INTRODUCTION

Dear Respondent,

RE EFFECTS OF MEDIA CONVERGENCE ON BRAND GROWTH IN MEDIUM
SIZED ENTERPRISES IN KENYA.

I'm a student at Egerton University and currently pursuing a Masters of Business
Administration Degree. As a requirement for partial fulfilment for the award of Masters
of Business Administration, a research project must be done.

Kindly assist in filling the attached questionnaire that will facilitate me to prepare and
complete the research project.

All the information provided herein shall be treated in strict confidence.

Thank you in advance

Yours sincerely,

Kiprop Kibos

Reg. CM16/0155/12