

**THE EXTENDED MARKETING COMMUNICATION VARIABLES AS A
STRATEGY FOR COMPETITIVE ADVANTAGE IN MEDIA HOUSES**

BY

CAROL RITA KARIMI

REG. NO. MBA/12/00867

**A PROJECT SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE AWARD OF THE DEGREE IN MASTERS OF
BUSINESS ADMINISTRATION (CORPORATE MANAGEMENT) SCHOOL OF
BUSINESS AND PUBLIC MANAGEMENT AT KCA UNIVERSITY**

SEPTEMBER, 2016

DECLARATION

I, Carol Rita Karimi, declare that this is my original work and has not been submitted to any other college, institution or university.

Signed: _____ Date: _____

CAROL RITA KARIMI REG NO. MBA/12/00867

This project has been presented for examination with my approval as the appointed supervisor.

Signed: _____ Date: _____

Dr. Brigitte Okonga - Wabuyabo

DEDICATION

This study is dedicated to my father who passed away on 16th September 2012. For the inspiration he gave me in my life, and how he constantly pushed me to achieve.

I also dedicate this study to my son who believes that you can achieve what you put your mind on.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for enabling me to be here to carry out this study and for giving me the strength and wisdom needed.

I also do appreciate my parents Mr. and Mrs. Kagime, for all the support, financial, emotional or physical, that they accorded me and the rest of my family members for their encouragement and support. My thanks also go to my lecturers for taking me through the course work in preparation for the research paper. Last but not least, I thank all my dearest friends, fellow classmates and all those who in one way or another assisted me throughout my study in order to make this research work a success. God bless you all.

ABSTRACT

The global business world is faced with increasing competitive pressures therefore; marketing skills and expertise knowledge have become highly valued. Therefore this study looked at the extended marketing variables as strategy for competitive advantage in Media Houses. The study was guided by these three objectives: to determine the effect of physical evidence as a strategy for competitive advantage in media houses; to assess the impact of processes as a strategy on competitive advantage in media houses and to establish the effect of people as a strategy on competitive advantage in media houses. The study adopted a descriptive survey design while the target population was top management and middle level manager's media houses in Kenya. Structured questionnaires were used to collect primary data from the respondents and the researcher applied the drop and pick later' technique allowing the respondents one week to fill the questionnaires. Collected Data was filled into SPSS version 22.0 for analysis, Descriptive analysis was done where means, standard deviation, percentiles and frequencies were developed. Multiple regression analysis showed the relationship between independent and dependent variables. The study found out that people are an essential ingredient in service provision in the media industry, attracting and recruiting the right staffs is required to create a competitive advantage in any firm, the art of putting a customer first in the service industry is paramount in gaining competitive advantage, having a system where needs or problems of potential customers are anticipated as well as met can serve as a competitive advantage, a modern fashioned building can help an organization to gain an edge over competitors and location or placement of the firm is paramount in gaining competitive advantage. The study concludes that the reputation of the brand rests in the hands of staff. They must be appropriately trained, well-motivated and have the right attitude, the process of delivering the product or service and the behaviour of those who deliver it are crucial to customer satisfaction and a clean, tidy and well-decorated reception area or homepage is reassuring. The study recommends that more training be done to the media staff to catch up with the changing technologies and new ways of doing broadcast, strengthening the internal control processes will increase the effectiveness of the media houses which in turn increases the competitive advantage of the media houses and managers in the media houses should employ very strong and clear processes which prevent unwarranted losses in the media houses.

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DEFINITION OF TERMS

Extended P's of Marketing of Mix: The extended P's of marketing mix has three elements, namely the people, processes and physical evidence (Hollensen, 2015).

Marketing: Marketing is all about understanding the competitive market place, getting a feel of the changing trends in your specific industry (Kotler & Armstrong, 2010).

Competitive advantage: An organization is said to have a competitive advantage whenever it has an edge over rivals in attracting customers and defending itself against competitive forces (Barney & Hesterly, 2008).

Top Media Houses: To be better or more impressive than something else (Media Council, 2015). Top Media Houses are the media houses that are better or more impressive than others.

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CHAPTER ONE

INTRODUCTION

1.1 Background Information

The global business world is faced with increasing competitive pressures therefore; marketing skills and expertise knowledge have become highly valued. For long periods marketing activities were neglected and handled by only a small department within a big organization, but due to the changes in the international and local business environment, today for most organizations, marketing is at the frontline for businesses and at the core of the organizational actions (Wyatt, 2010).

Pike (2015) stated that marketing is a key management discipline in ensuring that the producers of goods and service providers are able to interpret correctly the desires, needs and wants of consumers. Marketing focuses on the fundamental practices that every company has to carry out this includes identifying potential customers, carrying out a thorough research to know their preferences and needs, analyzing the factors that influence their purchasing decisions or rather who is the decision maker and persuading them to buy products and get services from them rather than from a competitor (Pike, 2015). According to Kotler and Armstrong (2010, marketing is all about understanding the competitive market place, getting a feel of the changing trends in your specific industry and ensuring you can tap into key trends thus reaching consumers with the right product in response to their need, at the right price, place and time. Again marketing is a continually evolving discipline and as such can be one that companies find themselves left very much behind the competition if they stand still for too long.

In the traditional setting the marketing mix, which is tool for marketing; consisted of 4Ps (Product, Price, Place and Promotion) but it has evolved to include extended marketing communication variables popularly known as the “Extended 3P’s” of Service marketing. These variables are the people, the processes and the physical evidence which is common especially in the service industry. Initially the additional 3 Ps are mainly for the marketing of services since they are different from tangible products. However, the modern marketing mix is not only relevant in the service industry but to any form of business as well (Terpstra, Foley & Sarathy, 2012). Under the people factor, all human

aspects play part in the service delivery, which influence the buyer's perception. This includes from the top most managers to the list junior staff members. How they handle the customers and handle themselves within the organization gives the customers confidence to either continue to carry on business with the organization or not (Terpstra, Foley & Sarathy, 2012).

The process in the organization is key, since it determines the turnaround time of delivery and also the quality of delivery given by the organization. The procedures, mechanism and seamless flow of activities in order to deliver the services in a short time possible gives organizations a competitive advantage. The environment in which the service is being carried out and all tangible and intangible items that facilitate performance like the physical facilities, company logo, letterheads, colors of the company, business cards, and ambience attribute a lot in how the organization is perceived by the customers.

1.1.1 Extended P's of Marketing

Marketing mix of product marketing includes Price, Product, Promotion, and Place which are the 4Ps, the services marketing takes in three more P's making the extending market mix for service industry, which are People, Process and Physical Evidence. Each ingredient of the marketing mix is a key success for an organization but no one of the elements in the marketing mix can work alone. For instance, a firm cannot make the best product and without the correction place or location or price would it reach the right consumer in response to their need or want. Thus any marketing manger must ensure all the marketing mix elements work together in an effort to gain competitive advantage for the organization (Muphy, 2010).

Hollensen (2015) notes that the extended P's of marketing have these three elements; the first element is people; they range from junior staff all the way up to the managing director. It is important for an organization wishing to gain competitive advantage over its competition to get the right staff, who are well trained and have experience in their job tasks. Having the right people is essential because they are as much a part of the business just like the products or services that are being offered to the consumers. Furthermore, it

is the employees that execute the service, chiefly concerning the manner and skill in which they do so.

The second element is processes which Terpstra et al. (2012) defines as the actual mechanisms, work flows and procedures of actions whereby the service is delivered to the clientele. This is very important especially in the service industry as the process of delivering the service is the selling point and will give you a competitive advantage over rivals as opposed to the actual service. The process has factors like the kind of information that staffs give to customers and how helpful that information is, and it shows consideration on how much time a customer has to wait before they are served. The satisfaction and happiness that customers experience will aide them in ensuring that they make your service point a place to frequent. The last element of the extended P's is physical evidence. Even in then service industry there is still some element of physical evidence in terms of receipt, the ambience of the place, lightning and how clean the place is in trying to make it attractive and appealing to customers (Hollensen, 2015).

1.1.2 Competitive Advantage

Competitive advantage is the ability to stay ahead of present or potential competition; it can be done using various strategies either in product making or in marketing the product. A company is said to have a competitive advantage whenever it has an edge over its rivals in attracting and retaining customers and defending against competitive forces (West, Ford & Ibrahim, 2015). Competitive advantage occurs when an organization acquires or develops an attribute or combination of attributes that allows it to outperform its competitors. These attributes can include access to resources like skilled people, having the best location and efficient and effective processes. An organization is said to have a competitive advantage whenever it has an edge over rivals in attracting customers and defending itself against competitive forces.

According to Barney and Hesterly (2008), a firm has a competitive advantage when it creates more economic value than its rivals. A firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being

implemented by any current or potential players in within the same sector of the economy. To gain competitive advantage, a business strategy of a firm manipulates the various resources over which it has direct control and these resources have the ability to generate competitive advantage (Aaker & Joachimsthaler, 2012). This is done by a company developing a product that becomes the industry standard, making the best model of a product in the market, developing superior customer service, achieving lower costs than rivals, having a more convenient geographic location, developing proprietary technology, incorporating features and styling with more buyer appeal, having the capability to bring new products to market faster than rivals, having greater technological expertise than rivals, developing unique competencies in customized mass production techniques, doing a better job of supply chain management than rivals, building a better known brand name and reputation and providing buyers more value for the money (Freeman, 2010).

Cook (2010) stated that in their quest to gain and sustain competitive advantage, media houses are facing many challenges, pressures and constraints due to their limited resources of finance, skilled manpower and advanced technology. Therefore the management teams at the media houses have to come up with strategies that can be adopted by the whole organization workforce in an effort to gain competitiveness over their competition. Furthermore the strategies that are developed must match the changing environment, the target market niche, customer specification and the available organizational resources. This is because the strategy developed and adopted will determine the performance and eventually the competitiveness.

1.1.3 Media Houses

The Media industry in Kenya includes daily newspapers, television stations, radio stations and electronic news media. The communications industry in Kenya is regulated the Communications Commission of Kenya (CCK). Most of the publications use English as their primary language of communication, with some media houses employing Swahili. Today many media houses are employing the use vernacular or community-based language to broadcast media; this is mostly in radio, though now we have TV

stations broadcasting in vernacular. There are 145 listed media enterprises in Kenya that in total own over 90 FM radio stations, more than 15 local TV stations. Among the top media houses we have; Kenya Broadcasting Corporation (KBC) owned by the government and it runs the widest radio and TV network in the country with more than 100 frequencies.

The Nation Media Group has outlets in Kenya and Uganda in radio, TV, newspapers, magazines and publishing. It consists of Nation Newspapers Limited, Nation Carriers Limited, Nation Broadcasting Limited, and Nation Marketing and Publishing Company Limited. The Royal Media Services Limited is a popular broadcasting house in Kenya, controlling Citizen TV a national TV network, and 11 FM stations across the country nine of which are vernacular radio stations (Mshindi & Mbeke, 2008). The Standard Group owns; The Standard newspaper, Kenya Television Network (KTN) and radio Maisha (BBC Survey, 2009). Radio Africa Group owns six radio stations; Kiss 100, Classic 105, Radio Jambo, X Fm, East Fm and Easy Fm. The group also runs Kiss TV which began with broadcasting in Nairobi but it has increased coverage countrywide, and The Star newspaper, the third largest newspaper in Kenya. Media Max is part of TV Africa Holdings and currently owns K24 TV, the Kikuyu language radio station Kameme FM and the People daily newspaper. Electronic news media is also available on the internet for all major media houses (Mshindi & Mbeke, 2008). The media in Kenya is regulated by a statutory body called the Media Council of Kenya. The Media Council of Kenya is an independent national institution established by the Media Act, 2007 as the leading institution in the regulation of media and in the conduct and discipline of journalists.

1.2 Statement of the Problem

Competition forces many companies to react differently in order to beat rivals and out do them, so as to attract and retain customers. Competitive strategy grows out of an understanding of the rules that guide competition. A firm can be said to have a sustainable competitive advantage when its competitive strategies are unique, offer long term benefits, other firms within the industry cannot duplicate and the identified

strategies are continually improved to keep the firm ahead of its competitors (Andrejevic, 2009). In response to competition, companies are coming up with strategies to counter it. Some have developed strategies including cost, differentiation pricing and marketing. This study is going to examine the extended P's for marketing as a competitive strategy. Several studies have been done on this subject; Mucai, Mbaeh and Noor (2013) in their study on 'Extended Marketing Mix and Customer's Satisfaction in Classified Non-Star Hotels in Meru Municipality Kenya'. The study findings showed that process marketing mix has a significant influence on customer satisfaction in the non-star classified hotels in the hospitality industry. Physical evidence and people mix has no significant influence on customer satisfaction in the non-star classified hotels in the hospitality industry.

Kisaka (2007) in the study on expansion strategies adopted by media houses in Kenya forwards that in an effort to gain competitive advantage over their competitors, the media houses have turned to developing and implementing expansion strategies. The study concludes that expansion strategies have been adopted so as to grow and position the firm in a competitive manner, and this has yielded in higher returns and increased performance. Mutie (2014) did a study on competitive strategies and performance of the large Kenyan media houses. The study found out that adopting competitive strategies improved the performance of the media houses through strengthening of internal control systems, optimizing prices, speedy delivery of information, tailoring promotions and segmenting markets were effective in improving the performance of the media houses.

Gathua (2014) studied competitive strategies and sustainable competitive advantage at the Nation Media Group Limited, Kenya. The findings reveal that Nation Media Group is competing with other players for content market, geographical coverage and advertising revenue and for them to succeed in such a turbulent environment, the organization has adopted three generic strategies on low cost leadership, differentiation and focus. Although these studies have been done in Kenya, Mucai, Mbaeh and Noor (2013) looked at the extended mix in the hospitality industry, Kisaka (2007) studied expansion strategies adopted by media houses in Kenya; Mutie (2014) looked at competitive strategies and the performance of the large Kenyan media houses and Gathua (2014) studied competitive strategies and sustainable competitive advantage at the Nation Media

Group Limited, Kenya; but none of them have looked at the extended P's as a strategy for competitive advantage in media houses, thus creating a knowledge that this study wished to fill.

1.3 Objectives of the Study

The main objective of this study was to determine the Extended P's as strategy for competitive advantage in Media Houses. The following are the specific objectives that guided this study:

- i. To establish the effect of people factor on competitive advantage of media houses
- ii. To assess the effect of business processes employed on competitive advantage of media houses
- iii. To determine the effect of physical evidence on competitive advantage of media houses

1.4 Research Questions

- i. What is the effect of the people factor on the competitive advantage of media houses?
- ii. What is the effect of business processes employed on the competitive advantage of media houses?
- iii. What is the effect of physical evidence on the competitive advantage of media houses?

1.5 Significance of the Study

The findings of this study would be useful to the management of the media houses in providing valuable information on how to implement the Extended P's strategies in an effort in gaining competitive advantage in the media houses. They would learn new competitive strategies used by other media houses to successfully compete in the market.

The study would enlighten the members of the regulatory organizations such as The Media Council of Kenya, the Communication Authority of Kenya (CAK) and Ministry of information communication and technology on the strategies used by the media houses

and the level of competitiveness. This would help them make proper regulatory framework and in developing policies which ensure healthy and fair competition among the media houses in Kenya.

The study would be also important to other researchers and academicians as it will contribute to the literature on extended P's as a strategy on gaining competitive advantage. The study findings would contribute to the general knowledge and form a basis for further research for the future scholars. It will give suggestions for future areas where studies can be done in.

1.6 Scope of the Study

The study was carried out in the month September of 2016 and it focused on forty four media houses. The investigation targeted the media houses in Nairobi. The study was limited to the general objective: to determine the extended P's as strategy for competitive advantage in media houses

1.7 Limitation of the Study

The researcher anticipated that since the respondents are sales and marketing managers of the media houses, they were busy all the time and have to maintain confidentiality and especially for their sources of information. To overcome this limitation the researcher assured the respondents that the information they provide was held in confidence and that it was used for academic purposes only. Due to their long and odd working hours, the researcher used questionnaires to collect information giving them one week to fill before collecting it.

1.8 Assumptions

The study assumes that the respondents are knowledgeable on the strategies adopted by their media houses to sustain competitive advantage. The study also assumed that the researcher received all necessary cooperation from all respondent who are staff of the forty four different media houses in Kenya and the respondents were truthful and willing to provide accurate and valid information freely.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains the theoretical review where theories explaining inventory management are explained, the empirical review where previous studies carried out on the topic have been looked at and the conceptual framework stating the independent and the dependent variables.

2.2 Theoretical Review

The theoretical review looks at various concepts or models that can be used for this particular study. The models identified that were relevant for this study were the Porter's Five Forces Model and the Porters Diamond Model. The two models are explained and their linked to the study objectives.

2.2.1 The Porters Five Forces Model

Porter's Five Forces model is a powerful management tool for analyzing the current industry profitability and attractiveness by using the outside-in perspective. The basis of Porter's Five Forces is the approach of the industrial organization theory (IO). The IO assumes that the attractiveness of an industry, in which a company operates, is determined by the market structure due to the reason that market structure affects the behavior of market participants (Raible, 2013). The Five Forces framework is a "useful starting point for strategic analysis even where profit criteria may not apply (Johnson et al., 2008).

In order to create a strategy it is very important to have enough knowledge about the industry in which the company operates. The factors that are influencing a company within an industry can be extremely different. Therefore it is wise to consider only those factors that are important for all participating companies within an industry. In addition to the competition among the existing competitors, Porter's five forces model identifies

another four forces that characterize the intensity of competition within an industry as; bargaining power of supplier, bargaining power of buyer, threat of substitutes and threat of new entrants (Porter, 1979). The interaction of these five forces is a constant threat to the success of a company.

In the broadest sense all competitors within an industry compete with industries that produce substitutes. Substitute products and services limit the potential profit of an industry by defining a cap for the prices of their products or services (Porter, 1979). The identification of substitutes is a search for products or services that can fulfill the same function as products of the industry of the considered industry. According to Hubbard, Rice, and Beamish (2011) there are several factors that influence the Threat of Substitutes including switching costs between substitute products/services and industry product or buyers' addiction to buy substitutes.

The nature and degree of competition within an industry hinges on five forces; the threat of new entrants, the bargaining power of customers, the bargaining power of suppliers, the threat of substitute products and the jockeying among current contestants. Porter, (1979) emphasized that there is a greater opportunity for superior performance when these contending forces are weak. New entrants in the industry bring in new capacity, the desire to gain market share, and often substantial resources. The seriousness of the threat will depend on entry barriers presenting the industry. The threat of entry is low if the entry barriers are high and newcomer expects sharp retaliation from entrenched competitors. Customers power is manifested in their capability to force down prices, demand for higher quality or more service and play competitors off against each other at the expenses of industry Information Technology.

Suppliers also have the power to exert bargaining power on an industry by raising prices or reducing the quality of goods and services purchased. Hence, an industry profits are squeezed out if the participants are unable to recover the increased cost in its own prices. Suppliers tend to be powerful if they are more concentrated than the industry they sell to and if they have built up switching costs. A substitute product limits the potential of an industry in terms of earning possibly in growth. They compel the industry players to upgrade quality or to differentiate their products by putting attractive prices for their

substitute products. Rivalry among competitors takes the form of tactics like price competition, product introduction, advertising slugfests and even bitter price cuts (Porter, 1979). The Porter's Five Forces Model is very relevant to the study since explains how to counter competition by using two (differentiation and pricing strategies) of the study objectives. The model states that products can be differentiated from others in the industry by offering the customers a better deal with quality and good pricing.

The Porter's Five Forces model is applicable in this study as it analyses industry profitability and attractiveness and will help organizations to develop and adopt strategies that would help them gain competitiveness over others in the same industry. It guides the extended P's of marketing in media houses towards gaining competitive advantage in the media industry, by having strategic positioning.

2.2.2 Resource-Based View Theory

The resource based view is based on the concept of productive resources (Barney & Clark, 2007). This theory views the firm as a collection of physical and intangible resources that enable it to compete with other firms. It makes the assumptions of resource heterogeneity and resource immobility (Mills, Platts and Bourne, 2003). Resource heterogeneity is the assumption that the resources that firms possess and the strategies they pursue are idiosyncratic to the firm. Resource immobility is the assumption that all resources are not perfectly mobile, that is, all resources may not be bought and sold in open markets to create resource homogeneity between firms. Competitive advantage is gained through resources that are valuable, rare, imperfectly imitable, and without strategically equivalent substitutes (Pettus, 2001).

The resource based view does not address the issue of firm boundaries directly. Barney and Clark (2007) posits that the resource based view implies that a firm should possess all valuable resources within its boundaries, and therefore has underemphasized a firm's seeking competitive advantage through outsourcing rather than by expanding organizational boundaries (Fahy, 2000). However, since the theory does not explicitly make this suggestion, it can be easily extended to include outsourcing. In order for an

organization to implement an outsourcing strategy, it needs to have internal resources to manage the outsourcing relationship to ensure that the service level agreements are well drafted to the benefit of the organization. It also needs to have adequate resource capacity among staff to manage the outsourcing relationship. This theory outlines the importance of human beings as factor that aides any organization towards achieving its competitiveness over rivals in the same sector or industry, thus applicable in this study and in media industry.

2.2.3 The Porter's Diamond Model

Porter introduces a model that explains the fundamental factors that lead to some nations being more competitive than others as well as some industries within nations being more competitive than others (Porter, 1998). The Porter's Diamond Model is a dynamic system in which firm strategy, structure and rivalry, demand condition, related and supporting industries and factor conditions are interlinked and interact and reinforce each other so as to provide competitive advantage to a firm. The factor conditions in the model go beyond the factors of production (land, capital, natural resources, and labour) which mainly offer the initial competitive advantage.

According to Porter (1990), the most important factors of production are those that involve sustained and heavy investment, scarce, difficult to imitate and are more specialized. Further, factors that are not inherited but created, meaning that nations or even firms may succeed in industries where they are predominantly good at factor creation. They include human, physical, knowledge, capital and infrastructural resources. Porter (1990) emphasizes on human and knowledge resources as the key factors likely to offer a competitive advantage faster than the others. According to Mehrizi and Pakneiat (2008), competitive advantage can also be created through efficient and effective usage of these factors instead creating new ones. In the financial industry, human, physical, knowledge, and financial resources are key determining factors for competitiveness (Doyran, 2013).

Demand conditions refer to the nature of home market demand for products and services from any given industry (Porter, 1990). According to the model, home demand informs

the emerging consumer needs and compels firms to attain competitive advantage through innovation that meet the high quality needs in the market (Kuah & Day, 2005). Home demand conditions is summarized into three landscapes that determine the attainment of the competitive advantage; construction of the domestic market, anticipatory consumer needs and sophisticated and demanding consumers (Bakan & Dogan, 2012).

The presence or absence in the nation of related industries and support industries which interact with the target sector is a basic factor for competitiveness (Mehrizi & Pakneiat, 2008). Firm strategy refers to the long-term direction and scope through which an organization achieves competitive advantage in a changing environment through its configuration of resources and competences (Johnson, Scholes, & Whittington, 2005). Structure is the entire industry arena in which competition takes place and is defined by five competitive forces; threat of new entrants, rivalry among existing competitors, bargaining power of suppliers, bargaining power of customers and threat of substitutes (Porter, 2007). Each industry has a distinctive structure that shapes the nature of competitiveness of a firm among the competitors.

According to Porter (2008) rivalry is practiced in the form of price discounting, introduction of new product, advertising campaigns and service improvements. It occurs when competitors are numerous, are roughly equal in size and power, when there is a slow growth in the industry therefore occasioning fights for market share or if exit barriers are high such that companies fight to remain in the market even though they are earning low or negative returns (Porter, 2008). The model can be linked to the pricing and cost advantage objectives of the study since they state that efficient and effective usage of resources can help attain competitive advantage. The model also identifies that price discounting as a method of tackling rivalry.

This Porter's diamond model shows the fundamental factors that would lead nations and organizations to gain competitive advantage over its competitors, thus applicable in this study as it will aid the media houses in looking for strategies that would give them an edge over their competitors.

2.3 Empirical Review

This section of the chapter presents researches and studies done by other scholars on the study objectives (people, processes, and physical evidence). Each objective is looked at separately and study findings of relevant researches are outlined and explained in detail.

2.3.1 People Factor and Competitive Advantage

People are an essential ingredient in service provision as noted by Constantinides (2006) in a marketing management journal on the marketing mix revisited: towards the 21st century marketing. The paper further mentions that attracting, recruiting and training the right staffs is required to create a competitive advantage. This is because many of the customers that consume products from the service industry will mostly make judgment on whether the service provision is excellent or poor basing it on the people who they meet. The people who work in the service industry are a representation of the entire organization.

Lutomia (2006) in the study on the survey of marketing planning practices in the Kenyan motor vehicle industry. The study further states that, people are a key element in the marketing industry because the clients make decisions basing it on how the staff of the organization treat them. This is because people are one of the few elements of the service that customers can see and interact with. Research findings revealed that all the motor vehicle companies prepare marketing plans taking a keen interest in their people. The management has put a lot of emphasis on who to recruit. This is because the performance of the motor vehicle industry is majorly based on the sales team and the customer care desk that attracts and helps retain their clients.

Goi (2009) in the marketing studies journal on a review of marketing mix: 4Ps or more? The praise received by customers is the powerful effect people can create during service delivery. The paper notes that staff requires appropriate interpersonal skills, aptitude, and service knowledge in order to deliver a quality service. The service industry can gain competitive advantage over competitors by having a customer complaints desk with the most efficient staff to handle it. This would help in soothing aggrieved customers and better meet their needs. Furthermore, in the age of social media, every employee can

potentially reach a mass audience. Formulate a policy for online interaction and make sure everyone stays on-message.

Mwangi (2013) Marketing mix strategies and competitive advantage: a case study of Family Bank in Kenya. It mentions that marketing is the management process through which goods and services move from concept to the customer. It includes the coordination of four elements called the marketing. This includes identification, selection and development of a product, determination of its price, selection of a distribution channel to reach the customer's place, development and implementation of a promotional strategy, the process which is the element that considers the knowledge and skills of your staff; their motivation and investment in supporting your brand, physical evidence which is the facilities and infrastructure, and employees, management, organization culture and customer service orientation which constitutes the people. The marketing mix is therefore the combination of marketing activities that an organization engages in so as to best meet the needs of its targeted market. Competitive advantage on the other hand, gives a company an edge over its rivals and an ability to generate greater value for the firm and its shareholders. The study concludes that happy customers are excellent advocates for your business.

2.3.2 Processes Factor and Competitive Advantage

The art of putting a customer first in the service industry is paramount in gaining competitive advantage. The process that organizations must have in place so as gain an edge over its customers include, having a system where needs and problems of potential customers are anticipated, they set systems to tailor-make products and services to meet needs and establishing customer relationship is customer service (Belz and Schmidt-Riediger, 2010).

Aghaie, Vahedi, Asadollahi and Safari-Kahre (2014) established that process is a marketing mix element that looks at the systems used to deliver the service. If the service is properly and served in a timely manner, then the brand image and name of the firm is held high. Thus through good, proper and timely service an organization can gain

competitive advantage over its competition. For instance if you enter a hospital and are received warmly and treated within the first five minutes or enter a restaurant and order a meal which is delivered within ten minutes, then such a customer is able to return again and again to the same facility because the service was good. If banks that send out Credit Cards automatically when their customers old one has expired again require an efficient process to identify expiry dates and renewal. An efficient service that replaces old credit cards will foster consumer loyalty and confidence in the company. All services need to be underpinned by clearly defined and efficient processes. This will avoid confusion and promote a consistent service. In other words processes mean that everybody knows what to do and how to do it.

Many customers no longer simply buy a product or service they invest in an entire experience that starts from the moment they discover your company and lasts through to purchase and beyond. That means the process of delivering the product or service, and the behavior of those who deliver it, are crucial to customer satisfaction. A good organization seeking to gain an edge over its competition must have systems in place that ensure: a user-friendly internet experience, the information given to customers and the helpfulness of staff are vital to keep customers happy and waiting times. Vorhies and Morgan (2003) in a marketing journal on a configuration theory assessment of marketing organization fit with business strategy and its relationship with marketing performance. The paper mentions that most customers are not interested in the detail of how your business runs, just that the system works. However, they may want reassurance they are buying from a reputable or 'authentic' supplier. Furthermore, the paper mentions that, the organizational systems must be designed in a way to benefit the customer and not for the company's convenience.

Liu, Liston-Heyes and Ko (2010) established that any organization seeking competitive advantage over its rivals must have an efficient process. The organization must ensure that process is seamless; from the moment the customer orders to the moment the product or service is delivered and paid for. And again the customers mustn't wait to be informed about the services being provided. It must be fast, efficient and effective with all the information they require. Customers trying to reach your company by phone are a vital

source of income and returning value; but so often they are left on hold. Many will give up, go elsewhere and tell their friends not to use your company just because of the poor process. Therefore, there may be a need to make small changes in the marketing mix so as to achieve a process or system that delivers top-notch services that would ensure that they get better quality service.

2.3.3 Physical Evidence Factor and Competitive Advantage

Physical Evidence is very important in the competitive advantage, because this is the face of the company. This is what customers have in their mind when they think about the company. Horner (2006) argues that most educators misunderstand marketing as simply selling a product or service or it is just an advertisement. But yet marketing is wide wholesome activity with many elements and components. The study revealed that all the 7P's of marketing mix must be in place if the private school has a chance to gain competitive advantage over the other schools. The school must be neat, with modern fashioned building so as to attract students and be able to retain the students throughout their learning. If the school was located in the right place, with the right facilities then the marketing would be much easier for the marketing team. The study further revealed that the successful marketing operations handled by the school were done via word of mouth advertising and this was found to be most effective.

Enache (2011) established that physical evidence as one of the 7Ps of marketing mix is all about the ambience, the layout, the design, the lighting effect and smells. In the service industry it is very difficult for customers to choose products that they are unfamiliar with and it can also be tricky or risky to the consumer. This is because they can purchase an item only to be so disappointed in the result after its purchase. Enache (2011), noted that you can help your clients by helping them see the product before purchase, this can be done through pictorials or through a video clip. Wymer (2011) suggests that in the hotel industry, they advertise their products and services using social media by using video clips and pictorials in an effort to show anyone interested on what they would be paying for. This is normally done to attract them to come in and use their facilities.

Selnes (2013) established that if the physical premises of your organization aren't up to scratch, then why would the customer or potential customers think the service is? Some companies engage customers and ask for their feedback, so that they can develop reference materials. New customers can then see these testimonials and are more likely to purchase with confidence. And although the customer cannot experience the service before purchase, he or she can talk to other people with experience of the service. Their testimony is credible, because their views do not come from the company. Alternatively, well-shot video testimonials and reviews on independent websites will add authenticity.

Khan (2014) gives an example that if an individual walks into a restaurant to either relax or to feed, the mostly likely expectation that they have is that the restaurant will be clean with a friendly environment. But if they find the restaurant is smelly or dirty, these potential customers are likely to walk out. This is before they have even received the service even before the purchase, further showing the importance of physical evidence of the service. This can be shown in terms of ambience, appearance of the place, the smells, the sights must be appealing and it must also be clean (Khan, 2014).

2.4 Conceptual Framework

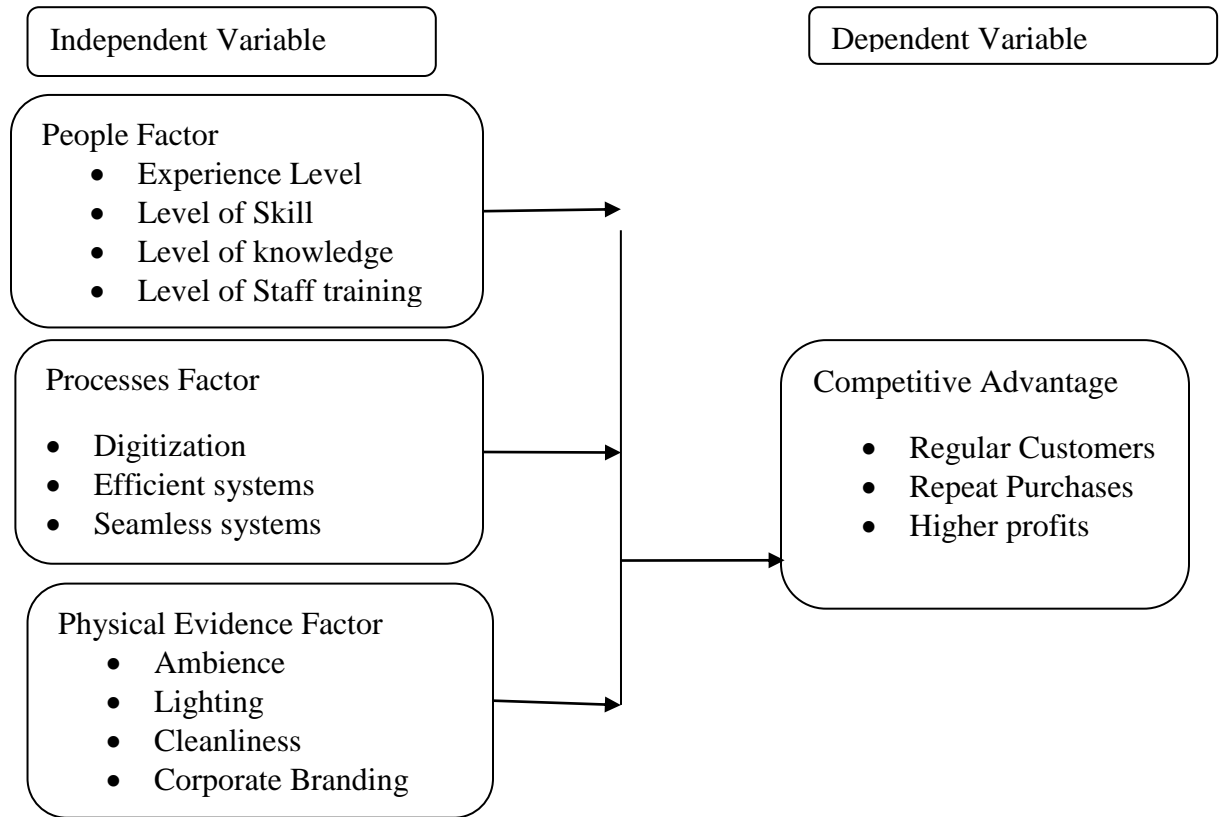


Figure 2.1: Conceptual Framework

2.5 Hypothesis

H₀₁: People as a strategy have a significant impact on competitive advantage in the Media houses

H₀₂: Processes as a strategy has an effect on competitive advantage in the Media houses

H₀₃: Physical Evidence as a strategy has no significant effect on competitive advantage in the Media houses

2.6 Operationalization

Table 2. 1: Operationalization

Objective	Variable Type	Indicators	Type of data analysis
To establish the effect of people as a strategy on competitive advantage in media houses	Independent	<ul style="list-style-type: none"> • Well trained staff • Skilled and experience people • Staff with knowledge • Passionate 	Descriptive Regression
To assess the impact of processes as a strategy on competitive advantage in media houses	Independent	<ul style="list-style-type: none"> • Digitization • Effective systems • Seamless process 	Descriptive Regression
To determine the effect of physical evidence as a strategy for competitive advantage in media houses	Independent	<ul style="list-style-type: none"> • Ambience • Cleanliness • Corporate • Sufficient Lighting 	Descriptive Regression
Competitive Advantage	Dependent	<ul style="list-style-type: none"> • Loyal customers • Repeat Purchase • High profitability • Expansion 	Descriptive Regression

2.7 Summary

Chapter two looks at the theoretical framework of the study and the empirical literature covering the three independent variables (People, Process and Physical evidence). It also covers the conceptual framework, hypothesis and operationalization of the study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this chapter, the researcher discussed the research design, target population, sampling technique and sampling size, data collection, data analysis and the ethical considerations for the study.

3.2 Research Design

The study adopted a descriptive survey design in describing the how the extended P's strategies affect the competitive advantage of media houses. Descriptive research design was the most suited to achieve the objectives of this study and to identify the relationship between the two variables. Maxwell (2012) observed that a descriptive research design is used when data is collected to describe persons, organizations, settings or phenomena. The design also has enough provision for protection of bias and maximized reliability (Creswell, 2012). A descriptive research design determines and reports the way things are (Mugenda & Mugenda, 2003). Descriptive design uses a pre-planned design for analysis.

3.3 Target Population

The target population is a group of elements to which the researcher wants to make inference to make conclusion on characteristic of the whole population (Mugenda & Mugenda, 2003). There are One Hundred and Forty Six Media Enterprises listed in the Media Council of Kenya, both local and international based (Media Council of Kenya, 2016) (See the attached appendix III). Some of this Media are listed and not operations or they are production houses for programs. The respondents were the sales and marketing managers of the media houses. Thus the study targeted forty four top media houses. Since the number is small the study adopted census method.

3.4 Instrumentation and Data Collection

Structured questionnaires were used to collect primary data from the respondents in this study. The structured questions were used in an effort to conserve time and to facilitate easier analysis as they are in immediate usable form. This helped in easy data analysis (Mugenda & Mugenda, 2003). Nichols, Mitchell, Nichols, Chalmers, and Begley (2013) observed that, a questionnaire is simply a ‘tool’ for collecting and recording information about a particular issue of interest to an individual. It is mainly made up of a list of questions, having clear instructions and space for answering the questions. The choice of a tool and instrument depends mainly on the attributes of the research topic, research questions, objectives, design and expected data and results. This is because each tool and instrument collects specific data.

3.5.1 Validity and Reliability of Instruments

The validity and reliability of the research instrument shall be tested by using other media houses who were excluded from the final study. They were used to test the clarity of meaning, ease of language and general output of the questionnaire.. Any ambiguity and problems detected were corrected with the help of the supervisor. This enables to ascertain the validity of the research instrument in testing what it is meant to. Kothari (2004) states that validity indicates the degree to which an instrument measures what it is supposed to measure, that is the extent to which differences found with a measuring instrument reflect true differences among those being tested.

Reliability of the research instrument was checked using test-retest method by pre-testing the questionnaire. A high degree of stability indicates a high degree of reliability, which means the results are repeatable and thus confirming that the research instrument is reliable.

According to O'Connor and Kleyner (2011) reliability is defined as a measure of how consistent a research method is. The study computed the Cronbach’s Alpha coefficient to determine the internal consistency of the research instrument. An alpha coefficient above

0.6 implies that the research instrument have internal consistency thereby ideal for the study.

3.6 Data Collection Procedure

Data collection is gathering empirical evidence in order to gain new insights about a situation and answer questions that prompt undertaking of the research (Kothari, 2004). The questionnaires were personally dropped to the respondents. The use of questionnaires is important in this case because of the issue of anonymity of the respondents in that they can respond without fear of being known or identified hence accurate and correct information is received (Mugenda, 2008). The researcher used 'drop and pick later' technique where the respondents were given one week to fill the questionnaires. Contacts were established with the respondents to follow up on the progress in filling the questionnaires and to clarify any issues that may come up.

3.7 Diagnostic Tests

The study used the F_Statistic to determine the validity of the regression model adopted. This statistic was compared to the F_Critical value where the regression model was referred to as valid if F_Statistic is greater than F_Critical. Otherwise, the conclusion made would be invalid. This was based from the results in ANOVA Table 4.10

3.8 Data Analysis Techniques

The completed questionnaires collected from the field were edited for completeness and consistency, checked for errors and omissions and then coded and analyzed. The data was edited, coded and input into the Statistical Package for Social Sciences (SPSS) version 22.0 for analysis. The data was then analyzed using descriptive statistics such as means, standard deviation, percentiles and frequencies. Multiple regression analysis showed the relationship between independent and dependent variables. The multiple regression model is as follows:

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

Where Y= Competitive Advantage

β_0 = Constant

β_1 , β_2 and β_3 are Coefficients of the extended P's strategy on media houses

ε = error term

X_1 = People

X_2 = Processes

X_3 = Physical Evidence

The findings for the study were presented using tables, figures charts and graphs.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATIONS AND DISCUSSION

4.1 Introduction

This chapter presents the data analysis, presentation and discussion. The main objective of this study was to determine the Extended P's as strategy for competitive advantage in Media Houses. Data was collected using questionnaires as the data collection instruments and summarized by use of descriptive statistics which involves the use of frequency tables, percentages, mean and standard deviation.

4.1.1 Response Rate

A total of 44 questionnaires were distributed out of which 33 questionnaires were filled and returned giving a response rate of 75%. This response was good enough and representative of the population and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 70% and above is excellent.

4.2 Background Information

The study in this section sought to enquire from the respondents' background information including, gender distribution, position in the media house and period working in the media industry. This background information is presented in the following subsections.

4.2.1 Gender Distribution

The respondents were asked to indicate their gender. From the findings, 55% of the respondents were female while 45% were male. This shows that all gender were included thus provided a good representation for the study.

4.2.2 Position in the Media House

The respondents were asked to indicate their positions in the media houses and the findings are presented in Figure 4.1.

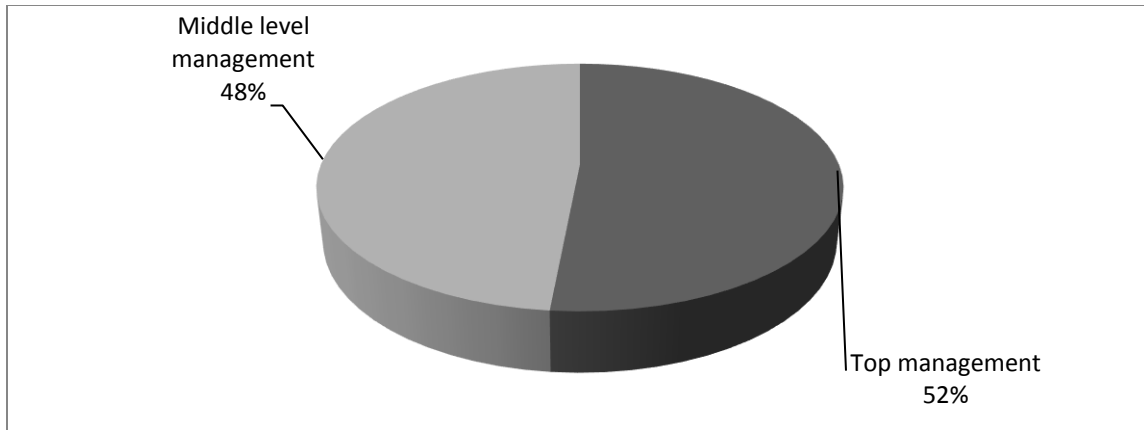


Figure 4.1: Position in the Media House

As shown in Figure 4.3, 52% of the respondents were in top management while 48% were in middle level management. This shows that management levels were covered as they have more knowledge on Extended P's as strategy for competitive advantage as applied in their media houses thus provide relevant and reliable information for the study.

4.2.3 Period Working in the Media Industry

The respondents were required to indicate the period of time they had been working in the media industry. The findings are shown in Table 4.1.

Table 4.1: Period Working in the Media Industry

	Frequency	Percent
1- 5 Years	5	15.2
5-10 years	7	21.2
10-15 Years	9	27.3
15-20 years	5	15.2
20 years and above	7	21.2
Total	33	100.0

From the findings in Table 4.1, 15.2% of the respondents had been in the media industry for a period between 1-5 years, 21.2% for a period between 5-10 years, 27.3% for a period between 10-15 years, 15.2% for a period between 15-20 years and 21.2% for a period of 20 years and above.

4.3 People Factor on Competitive Advantage

Several statements on the effect of people factor on competitive advantage were identified and the respondents were required to indicate the extent of agreement the impact of people on the competitive advantage applied in their media houses.

Table 4.2: Effect of People Factor on Competitive Advantage

	Mean	Std. Dev
People are an essential ingredient in service provision in the media industry	3.78	1.243
Attracting and recruiting the right staffs is required to create a competitive advantage in any firm	3.45	1.252
In the service industry, customers make judgments on the service as based on the staffs in the media industry	3.66	1.266
The people who work in the service industry are a representation of the entire organization.	3.81	1.014
The people are key in gaining competitive advantage by how they treat the clientele	3.54	1.201
The service industry can gain competitive advantage over competitors by having a customer complaints desk with the most efficient of staff	4.09	1.155
The people must be well trained in an effort to gaining competitive advantage in the industry	3.57	1.299

A scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent was used. From the responses, descriptive measures: mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are shown in Table 4.2 above.

As indicated in Table 4.2, people are an essential ingredient in service provision in the media industry had a mean of 3.78 with a standard deviation of 1.243, attracting and recruiting the right staffs is required to create a competitive advantage in any firm had a mean of 3.45 with a standard deviation of 1.252, in the service industry, customers make judgments on the service as based on the staffs in the media industry had a mean of 3.66 with a standard deviation of 1.266, the people who work in the service industry are a representation of the entire organization had a mean of 3.81with a standard deviation of 1.014, the people are key in gaining competitive advantage by how they treat the clientele

had a mean of 3.54 with a standard deviation of 1.201, the service industry can gain competitive advantage over competitors by having a customer complaints desk with the most efficient of staff had a mean of 4.09 with a standard deviation of 1.155 and the people must be well trained in an effort to gaining competitive advantage in the industry had a mean of 3.57 with a standard deviation of 1.299. The mean values for the finding ranges from 3.45-4.09 which indicates that the respondents were in agreement with the statements which is in line with the finding of Constantinides (2006) that People are an essential ingredient in service provision.

4.3.1 Overall Effect that the People Factor on the Competitive Advantage

The respondents were requested to indicate the overall effect that the people factor has on the competitive advantage of media houses. The finding is presented in Table 4.3.

Table 4.3: Overall Effect of the People Factor on the Competitive Advantage

	Frequency	Percent
Very strong negative effect	3	9.1
Strong negative effect	2	6.1
Neither negative nor positive	6	18.2
Strong positive effect	12	36.4
Very Strong positive effect	10	30.3
Total	33	100.0

From the finding, 9.1% of the respondents indicated that the people factor had a very strong negative effect on the competitive advantage of media houses, 6.1% indicated strong negative effect, 18.2% indicated neither negative nor positive, 36.4% indicated strong positive effect and 30.3% indicated very Strong positive effect.

4.4 Processes and Competitive Advantage

Several statements on the effect of processes as a strategy on competitive were identified and the respondents were required to indicate the extent of agreement the impact of people on the competitive advantage applied in their media houses. A scale of 1-5 where

1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent was used. From the responses, descriptive measures: mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are shown in Table 4.4.

Table 4.4: Processes and Competitive Advantage

	Mean	Std. Dev
The art of putting a customer first in the service industry is paramount in gaining competitive advantage	4.12	1.023
Having a system where needs or problems of potential customers are anticipated as well as met can serve as a competitive advantage	3.93	1.087
Tailor-make products and services as to customer preference can give one an edge over others in the industry	3.87	1.111
Processes that ensure customers are served in a timely manner serve to give the firm an upper hand	3.96	1.015
All services need to be underpinned by clearly defined and efficient processes.	3.54	1.175
System processes that deliver top-notch services that would ensure that they get better quality service.	4.15	1.003
The organization must ensure that process is seamless so as to gain competitive advantage	3.54	1.227

As shown in Table 4.4, the art of putting a customer first in the service industry is paramount in gaining competitive advantage had a mean of 4.12 with a standard deviation of 1.023, having a system where needs or problems of potential customers are anticipated as well as met can serve as a competitive advantage had a mean of 3.93 with a standard deviation of 1.087, tailor-make products and services as to customer preference can give one an edge over others in the industry had a mean of 3.87 with a standard deviation of 1.111, processes that ensure customers are served in a timely manner serve to give the firm an upper hand had a mean of 3.96 with a standard deviation of 1.015, all services need to be underpinned by clearly defined and efficient processes had a mean of 3.54 with a standard deviation of 1.175, system processes that deliver top-notch services that would ensure that they get better quality service processes had a mean of 4.15 with a standard deviation of 1.003 and the organization must ensure that process is seamless so as to gain competitive advantage had a mean of 3.54 with a standard deviation of 1.227. The mean values for the finding ranges from 3.54-4.15 showing that the respondents

agreed with the statements. This finding is consistent with that of Aghaie, Vahedi, Asadollahi and Safari-Kahreh (2014) established that process is a marketing mix element that looks at the systems used to deliver the service. If the service is properly and served in a timely manner, then the brand image and name of the firm is held high.

4.4.1 Overall Effect of Processes on the Competitive Advantage

The respondents were asked to indicate the overall effect that the processes have on the competitive advantage of media houses. The finding is shown on Table 4.5.

Table 4.5: Overall Effect of Processes on the Competitive Advantage

	Frequency	Percent
Very strong negative effect	1	3.0
Strong negative effect	4	12.1
Neither negative nor positive	9	27.3
Strong positive effect	11	33.3
Very Strong positive effect	8	24.2
Total	33	100.0

From the finding, 3% of the respondents indicated that processes had a very strong negative effect on the competitive advantage of media houses, 12.1% indicated strong negative effect, 27.3% indicated neither negative nor positive, 33.3% indicated strong positive effect and 24.2% indicated very Strong positive effect.

4.5 Physical Evidence on Competitive Advantage

Several statements on the effect of physical evidence as a strategy competitive were identified and the respondents were required to indicate the extent of agreement the impact of people on the competitive advantage applied in their media houses. A scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent was used. From the responses, descriptive measures: mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are shown in Table 4.6.

Table 4.6: Physical Evidence on Competitive Advantage

	Mean	Std. Dev
A modern fashioned building can help an organization to gain an edge over competitors	3.72	1.153
Location or placement of the firm is paramount in gaining competitive advantage	3.60	1.170
In the service industry the interior design of the place helps customers to choose products that they are unfamiliar with	3.87	.960
In the service industry the exterior design of the place helps customers to choose products that they are unfamiliar with	3.54	1.092
In the service industry the exterior appearance of the place helps customers to choose products that they are unfamiliar with	3.57	1.090
A clean, tidy as well as a well-decorated reception area is inviting to customers which can make them loyal customers	3.75	1.000
The layout of business entity can serve to attract new customers who can easily be retained into the firm	4.03	.918
In the service industry, the use of lighting can be a source of competitive advantage to an organization.	3.63	1.194

As shown in table 4.6, a modern fashioned building can help an organization to gain an edge over competitors had a mean of 3.72 with a standard deviation of 1.153, location or placement of the firm is paramount in gaining competitive advantage had a mean of 3.60 with a standard deviation of 1.170, in the service industry the interior design of the place helps customers to choose products that they are unfamiliar with had a mean of 3.87 with a standard deviation of 0.960, in the service industry the exterior design of the place helps customers to choose products that they are unfamiliar with had a mean of 3.54 with a standard deviation of 1.092, in the service industry the exterior appearance of the place helps customers to choose products that they are unfamiliar with had a mean of 3.57 with a standard deviation of 1.090, a clean, tidy as well as a well-decorated reception area is inviting to customers which can make them loyal customers had a mean of 3.75 with a standard deviation of 1.000, the layout of business entity can serve to attract new customers who can easily be retained into the firm had a mean of 4.03 with a standard deviation of 0.918 and in the service industry, the use of lighting can be a source of competitive advantage to an organization had a mean of 3.63 with a standard deviation of 1.194. The mean values ranges from 3.57-4.03 an indication that the respondents agreed with the statements which concurs with that of Enache (2011) established that physical

evidence as one of the 7Ps of marketing mix is all about the ambience, the layout, the design, the lighting effect and smells.

4.5.1 Overall Effect of Physical Evidence on the Competitive Advantage

The respondents were required to indicate the overall effect that the physical evidence have on the competitive advantage of media houses. The finding is shown on Table 4.7.

Table 4.7: Overall Effect of Physical Evidence on the Competitive Advantage

	Frequency	Percent
Very strong negative effect	2	6.1
Neither negative nor positive	13	39.4
Strong positive effect	11	33.3
Very Strong positive effect	7	21.2
Total	33	100.0

From the finding, 6.1% of the respondents indicated that processes had a very strong negative effect on the competitive advantage of media houses, 39.3% indicated neither negative nor positive, 33.3% indicated strong positive effect and 21.2% indicated very Strong positive effect.

4.6 Competitive Advantage

The respondents were required to indicate the extent of agreement the Extended P's as strategy for competitive advantage applied in their media houses. A scale of 1-5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent was used. From the responses, descriptive measures: mean and standard deviation were used for ease of interpretation and generalization of findings. The findings are shown in Table 4.6.

Table 4.8: Competitive Advantage

	Mean	Std. Deviation
Regular Customers	3.73	.751
Repeat Purchases	3.82	1.086
Higher profits	4.00	1.044

As shown in Table 4.8, regular customers had a mean of 3.73 with a standard deviation of 0.751, repeat purchases had a mean of 3.82 with a standard deviation of 1.086 and higher profits had a mean of 4.00 with a standard deviation of 1.044.

4.7 Regression Analysis

The study carried out a multiple regression analysis to determine the Extended P's as strategy for competitive advantage in Media Houses. The findings are shown in the subsequent sections.

Table 4.9: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.703 ^a	.495	.443	1.84771

From the findings in Table 4.9, R was 0.703 meaning that there was a positive relationship between all the three Extended P's on competitive advantage. R² was 0.495 implying that only 49.5% of the dependent variable could be explained by the independent variables while only 50.5% of the variations were due to other factors. This implies that the regression model has very good explanatory and predictor grounds.

Table 4.10: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	96.993	3	32.331	9.470	.000 ^b
Residual	99.007	29	3.414		
Total	196.000	32			

From the findings on Table 4.10, the significance value is 0.000 which is less than 0.05 thus the model is statistically significant in predicting how people, processes and physical evidence affects the competitive advantage. The F critical at 5% level of significance was 2.91. Since F calculated (value = 9.470) is greater than the F critical (2.91), this shows that the overall model was significant.

Table 4.11: Coefficients

Model	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	.853	1.960		.435	.667
People	.098	.086	.224	1.133	.266
Processes	.110	.099	.235	1.118	.273
Physical Evidence	.155	.095	.327	1.628	.114

The established regression equation becomes;

$$Y = 0.853 + 0.098X_1 + 0.110X_2 + 0.155X_3 + \varepsilon$$

Where: Y= Competitive advantage, X₁= People, X₂= processes, X₃= Physical Evidence and ε = Error Term.

From the findings of the regression analysis if all factors (people, processes and physical evidence) were held constant, competitive advantage would be at 0.853. An increase in people factor would lead to an increase in competitive advantage by 0.098. An increase in processes would lead to an increase in competitive advantage by 0.110. An increase in physical evidence would lead to an increase in competitive advantage by 0.155.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of the findings, conclusion and recommendations of the study based on the objective of the study which was to determine the Extended P's as strategy for competitive advantage in Media Houses.

5.2 Summary

This section presents a summary of the findings as per the research objectives and the research questions.

5.2.1 People Factor on Competitive Advantage

The study found out that people are an essential ingredient in service provision in the media industry, attracting and recruiting the right staffs is required to create a competitive advantage in any firm, in the service industry, customers make judgments on the service as based on the staffs in the media industry, the people who work in the service industry are a representation of the entire organization, the people are key in gaining competitive advantage by how they treat the clientele, the service industry can gain competitive advantage over competitors by having a customer complaints desk with the most efficient of staff and the people must be well trained in an effort to gaining competitive advantage in the industry.

5.2.2 Processes and Competitive Advantage

The study established that the art of putting a customer first in the service industry is paramount in gaining competitive advantage, having a system where needs or problems of potential customers are anticipated as well as met can serve as a competitive advantage, tailor-make products and services as to customer preference can give one an edge over others in the industry, processes that ensure customers are served in a timely manner serve to give the firm an upper hand, all services need to be underpinned by clearly defined and efficient processes, system processes that deliver top-notch services

that would ensure that they get better quality service processes and the organization must ensure that process is seamless so as to gain competitive advantage.

5.2.3 Physical Evidence on Competitive Advantage

The study revealed that a modern fashioned building can help an organization to gain an edge over competitors, location or placement of the firm is paramount in gaining competitive advantage, the interior design of the place helps customers to choose products that they are unfamiliar with, the exterior design of the place helps customers to choose products that they are unfamiliar with, the exterior appearance of the place helps customers to choose products that they are unfamiliar with, a clean, tidy as well as a well-decorated reception area is inviting to customers which can make them loyal, the layout of business entity can serve to attract new customers who can easily be retained into the firm and the use of lighting can be a source of competitive advantage to an organization.

5.3 Conclusion

The study concludes that the reputation of the brand rests in the hands of staff. They must be appropriately trained, well-motivated and have the right attitude. All employees who have contact with customers should be well-suited to the role. In the age of social media, every employee can potentially reach a mass audience.

The study also concludes that the process of delivering the product or service and the behaviour of those who deliver it are crucial to customer satisfaction. A user-friendly internet experience, waiting times, the information given to customers and the helpfulness of staff are vital to keep customers happy. Customers are not interested in the detail of how the business runs but just how the system works.

The study further concludes that choosing an unfamiliar product or service is risky for the consumer because they don't know how good it will be until after purchase. This uncertainty can be reduced by helping potential customers 'see' what they are buying. A clean, tidy and well-decorated reception area or homepage is reassuring.

5.4 Recommendation

The study also found that one of the performance indicators for the media houses is the human capital asset is an important aspect. It is recommended that more training be done to the media staff to catch up with the changing technologies and new ways of doing broadcast.

The study recommends that strengthening the internal control processes will increase the effectiveness of the media houses which in turn increases the competitive advantage of the media houses. This is because strong control systems help to prevent fraud, wastage of resources and productivity of the staff members. The study recommends that media houses should set affordable but profitable prices for the products in order to retain their customers and attract more others.

The study has found that strong control processes help the media organization in preventing fraud and other misappropriations within the media houses. Thus, it is recommended that managers in the media houses should employ very strong and clear processes which prevent unwarranted losses in the media houses.

5.5 Area for Further Research

The study collected data from the management of the largest media houses in Kenya. Therefore the data and the findings reflect a high potential and able media houses characteristics. This may not be the case with the local stations which are small and have no financial strength. It is recommended that a similar study be done among the small Kenyan media houses which own either one radio station or more and compare the findings of the two studies will give a more reliable findings for the entire media industry in Kenya.

The study concentrated on the large Kenyan media houses and hence the results are applicable to the locally owned large media houses. This may not be the case for the International media houses operating in the Kenyan market, which have higher financial sources and compete in the same market and therefore it is recommended that a research

to be done on the he Extended P's as strategy for competitive advantage of the international media houses in the Kenyan market.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

Please fill out the questionnaire on: **EXTENDED P’S AS A STRATEGY FOR COMPETITIVE ADVANTAGE IN MEDIA HOUSES.**

Kindly tick only one response that best represents your opinion

SECTION A: BACKGROUND INFORMATION

1. What is your gender Male Female
2. From which media house do you work in? (Optional)

3. What is your position in this media house?

 Top Management
 Middle Level Managers
4. How long have you been working in the media industry?
 1- 5years 5-10 years 10- 15 years
 15 -20 years 20 years and above

PART B: PEOPLE AND COMPETITIVE ADVANTAGE

5. Kindly indicate the extent of agreement the impact of people on the competitive advantage in media houses. For each statement use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate your agreement or disagreement with the statement

Statement	1	2	3	4	5
People are an essential ingredient in service provision in the media industry					
Attracting and recruiting the right staffs is required to create a competitive advantage in any firm					
In the service industry, customers make judgments on the service as based on the staffs in the media industry					

The people who work in the service industry are a representation of the entire organization.					
The people are key in gaining competitive advantage by how they treat the clientele					
The service industry can gain competitive advantage over competitors by having a customer complaints desk with the most efficient of staff					
The people must be well trained in an effort to gaining competitive advantage in the industry					

6. Indicate the overall effect that the people factor has on the competitive advantage of media houses?

- Very Strong negative effect []
- Strong negative effect []
- Neither negative nor positive effect []
- Strong positive effect []
- Very Strong positive effect []

SECTION C: PROCESSES AND COMPETITIVE ADVANTAGE

7. Kindly indicate the extent of agreement the effect of processes on competitive advantage in media houses. For each statement use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate your agreement or disagreement with the statement

Statement	1	2	3	4	5
The art of putting a customer first in the service industry is paramount in gaining competitive advantage					
Having a system where needs or problems of potential customers are anticipated as well as met can serve as a competitive advantage					
Tailor-make products and services as to customer preference can give one an edge over others in the industry					
Processes that ensure customers are served in a timely manner serve to give the firm an upper hand					
All services need to be underpinned by clearly defined and efficient					

processes.					
System processes that deliver top-notch services that would ensure that they get better quality service.					
The organization must ensure that process is seamless so as to gain competitive advantage					

8. Indicate the overall effect that the processes have on the competitive advantage of media houses?

- Very Strong negative effect []
- Strong negative effect []
- Neither negative nor positive effect []
- Strong positive effect []
- Very Strong positive effect []

SECTION D: EFFECT OF PHYSICAL EVIDENCE ON COMPETITIVE ADVANTAGE

9. Kindly indicate the extent of agreement the effect of physical evidence on competitive advantage in media houses. For each statement use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate your agreement or disagreement with the statement

Statement	1	2	3	4	5
A modern fashioned building can help an organization to gain an edge over competitors					
Location or placement of the firm is paramount in gaining competitive advantage					
In the service industry the interior design of the place helps customers to choose products that they are unfamiliar with					
In the service industry the exterior design of the place helps customers to choose products that they are unfamiliar with					
In the service industry the exterior appearance of the place helps customers to choose products that they are unfamiliar with					

A clean, tidy as well as a well-decorated reception area is inviting to customers which can make them loyal customers					
The layout of business entity can serve to attract new customers who can easily be retained into the firm					
In the service industry, the use of lighting can be a source of competitive advantage to an organization.					

10. Indicate the overall effect that the physical evidence has on the competitive advantage of media houses?

- Very Strong negative effect []
- Strong negative effect []
- Neither negative nor positive effect []
- Strong positive effect []
- Very Strong positive effect []

11. Indicate the overall effect that the Extended P's as strategy for competitive advantage in Media Houses. For each statement use the Likert scale which ranges from 1 -5 where 1= Not at all; 2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent to rate your agreement or disagreement with the statement

Statement	1	2	3	4	5
Regular Customer					
Repeat Purchases					
Higher profits					

APPENDIX I: LIST OF MEDIA ENTERPRISES

List of Media Enterprises

	Broadcaster		Broadcaster
1	Abeingo FM Networking Self Help Group	27	Lingam Enterprises Limited
2	Africa Gospel Church	28	Mailbros Ltd
3	African Broadcasting Center	29	Mang'elele Community Integrated Development Project
4	Aljazeera Kiswahili Language Channel	30	Maseno University
5	Around The Globe Services	31	Masinde Muliro University Of Science And Technology
6	Athiani Holdings Ltd	32	Mau West Development Initiative
7	Aviation Fm Ltd	33	Mediamax Network Ltd
8	Azam Media Kenya	34	Metropolis Investments Ltd (Formerly Pilipili Media Ltd)
9	Baliti	35	Mugambo Jwetu Community Multimedia Center
10	Biblia Husema Broadcasting	36	Multichoice Kenya Ltd
11	Bondo Community Multimedia Centre-Ndori	37	Multimedia University College of Kenya-MMU
12	Bridge Media Ltd	38	Mwangaza Advertiser Ltd
13	British Broadcasting Corporation East Africa Bureau	39	Namba One Tv Ltd
14	Capital Group Limited	40	Nation Media Group Limited
15	Catholic Diocese Of Nakuru	41	Network For Non Formal Educational Institutions
16	Channel 43 Media Company Limited	42	Neural Digital Broadcasters Limited
17	China Central Television Africa	43	North Eastern Media And Telecommunications Ltd
18	China Radio International	44	Nyota FM
19	Christ Co-Workers Fellowship (Chrisco)	45	Osiendela (Friends Of Lake Victoria)
20	Christ Is The Answer Ministries (NPC)	46	Pamoja Development Centre (PADEC)
21	Christian Broadcasting Network Ltd	47	Pan Africa Network Group (Kenya) Co. Ltd
22	Community Broadcast Services	48	Prophase Marketing Ltd
23	Cosmopolitan Media Ltd	49	Pwani Media Group Limited
24	Credo Foundation	50	Radio Africa Group
25	Daystar University	51	Radio France International
26	Digitopia Ltd	52	Radio Holdings International Ltd
53	Dominion Central Links For Development	82	Radio Maria Kenya
54	Eastern Broadcasting Corporation Limited	83	Radio One (IPP) Limited
55	Eastern Communications Systems Ltd	84	Rahma Broadcasting Ltd
56	Egerton University	85	Redeemed Christian Church Of God
57	Elgonet Communications Technologies Ltd	86	Regional Reach Limited
58	Encode Media Limited	87	Reto Women Association
59	Ephod Media	88	Riverwood Ensemble
60	Everest Production Corporation	89	Royal Media Services Limited
61	Express Communication Ltd	90	Rware Community

62	Faith Ministries And Churches International	91	Sarakasi Trust
63	Feba FM	92	Sauti Communications Ltd
64	Fountain Media	93	Sauti Ya Mwananchi Radio And Television Limited
65	Free FM Ltd (Formerly Sauti ya Pwani)	94	Sauti Ya Rehema RTV Network
66	Frontier Fm Limited (Formerly Garissa Fm)	95	Seventh Day Adventist Church -Eau
67	Future Electronics Ltd. (Partly Owned By TBN Media)	96	SIGNET Limited
68	Global Konnect	97	Sirwo Enterprises Ltd
69	Go Communications Ltd	98	Slums Information Development & Resource Centres
70	Golden Dreams Ltd	99	Smart Media Colleges
71	Goodnews Broadcasting System Co. Ltd	100	Southern Hills Development Agency
72	Gotv (Formerly Dmtv)	101	S-Pacific Tv
73	Gulf Radio	102	St Paul's University
74	Health TV Germany (Ug)	103	Standard Group Ltd
75	Heroes Of A Nation	104	Stangy Boyz Promotionz Limited
76	Imani Radio And Tv Ministries	105	T.V. Africa Holdings Limited (K24)
77	International Broadcasting Bureau (Voa)	106	Tamaz Communications
78	International Children's Mission	107	TBN Family Media Limited
79	Intrepid Contact Services	108	Television Viewers and Radio Listeners Association of Kenya
80	IQRA Broadcasting Network	109	Tentacle Communications Limited
81	Kaaba TV	110	The Word Music Ltd
111	Kalee Limited	129	Three Stones Limited
112	Kass Media Group	130	TOADS Media Group
113	Kenya Assemblies Of God	131	Tony Msalame Productions Limited
114	Kenya Broadcasting Corporation (KBC)	132	Touch Media International Ltd
115	Kenya Copyright Board (KECOBO)	133	Trace Advertising Limited
116	Kenya Episcopal Conference Catholic Secretariat	134	Transworld Radio Kenya
117	Kenya Express Media Ltd	135	Truckside Advertising
118	Kenya Film Classification Board (KFCB)	136	United States International University (USIU)
119	Kenya Institute Of Mass Communications	137	Universal Broadcasting Ltd
120	Kenya Metrological Department	138	Unjiru Tv Network Ltd
121	Kenya National Assembly (Parliament)	139	Wajir Community Radio
122	Kenya National Association of Parent (National PTA)	140	Wananchi Group (K) Ltd
123	Kenya National Television Professionals Association	141	West Media Limited
124	Kenyatta University (KU)	142	Western Media Services
125	Ke-Wi Media	143	Western Television (K) Limited
126	Kitambo Communications Limited	144	Word Of Truth Ministries
127	Koch FM	145	Zanira Company Limited
128	Lancia Digital Broadcasting Limited		

<http://www.mediacouncil.or.ke/en/mck/index.php/programs/mck-accreditation/kenya-broadcasters-2013>