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ABSTRACT

The general objective of the study was to investigate the influence of marketing strategies on revenue generation in media houses in Kenya. This research was a descriptive research design. The study respondents were the senior management, middle management and marketing account managers and finance and accounts managers. Target population was250 respondents from the five main media firms in Kenya, namely, Nation Media Group (NTV), Royal Media Services Citizen TV), Media Max services (K24), Kenya Broadcasting corporation (KBC) and The standard Group limited (KTN) The sample size was65 respondents selected through census. The research used questionnaires to collect data. A pilot study was undertaken using 13 respondents sampled across the media houses. The findings of Pilot tests showed that the tool is both reliable and valid to permit a full-scale data collection. Data was analyzed using both descriptive and inferential statistics. Descriptive statistics included frequencies and percentages while inferential statistics included correlation analysis and regression model. Data was analyzed using Statistical Package for Social Sciences (SPSS 23). The findings showed that many media companies in Kenya employ marketing methods to boost income generating. These include strategies like audience segmentation, brand positioning, content strategy, and marketing mix, all of which have been shown to have a positive impact, individually and collectively, on revenue creation and overall organizational performance. In conclusion, there is a strong positive association between marketing strategies and income generation in media companies in Kenya. The study recommends that in order to improve revenue creation, the media firms should expand their style of outreach by using efficient current marketing methods that are both realistic and time limited. One of the ways to achieve popularity is by employing a promotional strategy, with the goal being to spread awareness of the company's brand across a number of different vernacular stations in an effort to penetrate previously unreached segments of the market by means of the promotion plan. Additionally, it is necessary to conduct out a comprehensive market analysis in order to gain an understanding of the media market, as well as to devise and put into action practical marketing plans that take into account the four Ps of the marketing mix model in order to realize the anticipated benefits.

Key terms: *Audience Segmentation, Brand Positioning, Content Strategy, Revenue Generation*

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INTRODUCTION

The world is constantly changing and emerging new industries and products is a testament to this fact. The twenty-first century processes of globalization result in a significant change in all business environments (Kotabe & Helsen, 2022). Companies must change their usual practices. Nowadays, trading companies that seek to meet the needs of customers cannot rely on any previous job application techniques. Customers are becoming choosier; they are not sufficient for traditional marketing solutions. Users are encouraged to exchange a trading sector company, whereas its management must adapt and to provide an updated marketing mix (Ivaldi, Scaratti & Fregnan, 2022). Companies are facing high competition, so that to run a successful business activity in the trade sector, need to do the following: to expand the range of services, sell quality goods, to pay in order to satisfy the desires of buyers, and to reduce costs. Emerging new products need new markets and finding new markets needs new marketing strategies.

Strategy in marketing stands for a long-term vision of measures which must be adopted in order to reach objectives related to the marketing performance of an organization. A marketing strategy can be viewed as a way which focuses on bringing forth strategic performance of a firm by use of sub-strategies which include growth of latest segments and/or customers, the development of new products, expert delivery preparations market forecasting, services after sales advances and market-share examination (West, Ford & Ibrahim, 2020). According to (Kim, 2014), marketing strategy is the rule an organization uses for resources allocation hence organized in generating profit from clients who are, in aggregate, part of the market, with reasonably clear parameters about size and mechanism. Aaker (2019) also defines marketing strategy as that which can entail a series of useful area strategies which entail positioning, pricing, distribution, and global strategies.

In today's rapidly evolving business environment, marketing strategy has become a vital part of a company's approach to achieving its objectives (Kotler et al., 1999). With the proliferation of digital technologies, media houses across the globe are employing various marketing strategies to stay competitive. This trend is visible in regions such as the United States, the European Union, China, Malaysia, and India, each with their distinct focus areas ranging from digital marketing, influencer marketing, and creativity-led marketing to data analytics and technology adoption (Pruskus, 2015; Femenia-Serra & Gretzel, 2020; Ho et al., 2021; Roy & Mohapatra, 2023).While media houses in these regions leverage these global trends, it's crucial to understand that the adoption and effectiveness of these marketing strategies are deeply influenced by local factors such as culture, technology infrastructure, and consumer behavior (Kotabe & Helsen, 2022; Kozuh, 2015). This observation is particularly relevant for Kenya, a country that has seen exponential growth in its media industry but is grappling with challenges related to revenue generation (Obiero, 2016).

The Kenyan media landscape has expanded significantly in recent years with a surge in the number of radio stations, television channels, newspapers, and magazines. Internet and mobile services have revolutionized the way journalists access information and how Kenyans stay informed. Yet, this growth has presented a complicated set of challenges regarding revenue generation for media houses in Kenya (Open Society Foundations, 2013). Factors such as audience fragmentation and the reluctance to invest in costly local digital content have led to revenue shortfalls, particularly in the wake of digital migration. Although studies like Obiero (2016) have focused on the effects of digital migration on content development and programming, there is a significant gap in understanding its impact on vital revenue generation metrics, including sales opportunities, average sales cycle, and customer conversion rates in Kenyan media houses. Furthermore, despite research on competitive marketing strategies in varying global contexts, little has been explored regarding their specific impact on revenue generation in Kenya's media sector.

Kenya's ICT sector is flourishing, especially in terms of Internet access rates and mobile banking solutions like M-Pesa (Asongu & Nwachukwu, 2016). Despite this technological savvy, there are disparities in the quality of media operations (Ogongo, 2010) and a prevailing commercial focus (Oriare, Okello-Orlale & Ugangu, 2010).The evolving technology landscape in Kenya presents both an opportunity and a challenge for media houses. There is limited research on how these organizations are navigating the competitive environment induced by technological advances and how this is affecting their revenue models. The need for this research becomes even more pressing when considering the digital migration in Kenya, which could significantly affect revenue streams (CAK, 2016).

Kenya's media landscape is characterized by concentrated ownership, often prioritizing commercial interests over diverse and high-quality content (Allen & Gagliardone, 2011; Ogongo, 2010; Oriare, Okello-Orlale & Ugangu, 2010). This centralization and commercial orientation could have lasting consequences, compounded by government initiatives like Vision 2030 and digital migration (CAK, 2016). The media sector faces multiple challenges, including legal threats, economic constraints, shifting audience behavior, and the disruptive impact of COVID-19. An Internews assessment in 2021, employing qualitative and quantitative methods, highlights these complexities.

Despite general satisfaction with media content quality, issues like fake news (79% exposure), declining production quality, and reduced data journalism have emerged. Traditional media, particularly newspapers and television, have seen economic declines, with radio giving way to social media.Practical obstacles persist in ensuring media freedom despite constitutional guarantees (Articles 33, 34, and 35 of Kenya's 2010 Constitution) due to fragmented and contradictory laws.Social media dominates as the primary news source, despite trust issues, while television remains the most trusted source. Newspapers, despite high-quality content, face declining circulation and readership. Self-censorship, sustainability concerns, and deteriorating media freedom are observed.To enhance Kenya's media sector, three critical gaps need addressing: skills gaps, resource shortages, and policy gaps. These require nuanced strategies given the competitive landscape.

Media houses must implement effective marketing strategies to bolster revenue generation, focusing on content quality, audience trust, and adapting to the digital era. Research on these challenges and their impact on media revenue models is urgently needed (Allen & Gagliardone, 2011; CAK, 2016; Oriare, Okello-Orlale & Ugangu, 2010).

Statement of the Problem

The media industry has been a pivotal sector in today's fast-paced digital age, and this was especially apparent in Kenya, where media outlets had seen exponential growth in recent years. According to a survey by Obiero (2016), the country had witnessed a surge in the number of radio stations, television channels, newspapers, and magazines. Mobile and internet services had revolutionized how journalists accessed information and how Kenyans stayed informed. However, this growth had led to a complex set of challenges, particularly concerning revenue generation for media houses. An Open Society Foundations report (2013) had pointed out that large media houses, which often owned a variety of platforms such as print, online, radio, and television, were often reluctant to invest in costly local digital content due to low profit margins. The issue had been further complicated by audience fragmentation across a wider choice of TV channels, which hampered advertisers' efforts to reach a large audience effectively. This had resulted in revenue generation challenges for media houses, particularly in the wake of digital migration.

Recent studies, such as Obiero (2016), had examined the effect of digital migration on aspects like television programming and content development but had left a significant gap concerning its impact on revenue generation metrics such as sales opportunities, average sales cycle, and customer conversion rates. Similarly, while many studies had investigated competitive strategies in varying environmental conditions, the specific influence of these strategies on the revenue generation of media houses in Kenya remained largely unexplored. Therefore, the study aimed to investigate the influence of marketing strategies on revenue generation in media houses in Kenya. It would focus on key areas including audience segmentation, brand positioning, content strategy, marketing mix, and promotional activities. By delving into these factors, the research sought to fill the existing gap in knowledge and provide actionable insights into how media houses could optimize their revenue streams.

Objectives of the Study

The general objective of this study had been to investigate the influence of marketing strategies on revenue generation in media houses in Kenya. The specific objectives;

- To establish the influence of audience segmentation on revenue generation in media houses in Kenya
- To determine the effect of brand positioning on revenue generation in media houses in Kenya
- To find out the effect of content strategy on revenue generation in media houses in Kenya
- To Establish the effect of the marketing mix on revenue generation in media houses in Kenya

The following hypotheses were tested at a 0.05% level of significance. They were tested in the null hypothesis (Ho) form:

- **H_{01}:** There is no relationship between audience segmentation and revenue generation in media houses in Kenya.
- **H_{02}:** There is no association between brand positioning and revenue generation in media houses in Kenya.
- **H_{03}:** There is no significant difference between content strategies and revenue generation in media houses in Kenya.
- **H_{04}:** There is no relationship between the marketing mix and revenue generation in media houses in Kenya.

LITERATURE REVIEW

Theoretical Review

There are distinctive theories on digital migration and organization performance, each recognizing a paradigm and notion about factors affecting revenue generation. The study become be guided by four theories namely, Media system dependency theory, Market Positioning Theory, AIDA model and Marketing Mix Theory.

Media Dependence Theory

Media system dependency theory (MSD) also known as the media dependency theory is a systematic approach to the study of the effects of mass media on audiences and of the interactions between media, audiences that was developed by Sandra Ball-Rokeach and Melvin Defleur in 1976 (Lowery, 2004). The theory is grounded in classical sociological literature positing that media and their audiences should be studied in the context of larger social systems. The theory conceives of dependency as a relationship in which the fulfillment of one party's needs and goals is reliant on the resources of another party. A focus of the theory is the relationship between media and audiences (Ball-Rokeach & DeFleur,1976). In industrialized and information-based societies, individuals tend to develop a dependency on the media to satisfy a variety of their needs, which can range from a need for information on a political candidate's policy positions (to help make a voting decision) to a need for relaxation and entertainment (Baran & Davis, 2008).

In general, the extent of the media's influence is related to the degree of dependence of individuals and social systems on the media (Hindman, 2004). Two of the basic propositions put forward by Ball-Rokeach and DeFleur are: (1) the greater the number of social functions performed for an audience by a medium, such as, informing the electorate, providing entertainment, the greater the audience's dependency on that medium, and (2) the greater the instability of a society, for example, in situations of social change and conflict), the greater the audience's dependency on the media and, therefore, the greater the potential effects of the media on the audience (Ha, Yoon & Zhang, 2013).

There are potentially three types of effects that result from an audience's dependency on the media: cognitive, affective, and behavioral (Jung, 2012). Cognitive effects are changes in an audience's attitudes, beliefs, and values, including changes brought about by the media in its role in political "agenda setting." Affective effects include, for example, the development of feelings of fear and anxiety about living in certain neighborhoods as a result of overexposure to news reports about violent events in such areas. An example of a behavioral effect is "deactivation," which occurs when individual members of an audience refrain from taking certain actions that they would have taken had they not been exposed to certain messages from the media. Not voting in political elections may be such an effect (Ball-Rokeach & Jung, 2009). In the context of the present study, such effects are important in planning. The choice of certain media outlets can have a significant effect in not only communications outreach, but how the message is received. Therefore, in the current study, the media dependency theory is expected to be instrumental in shaping the discourse on audience segmentation in the preset study.

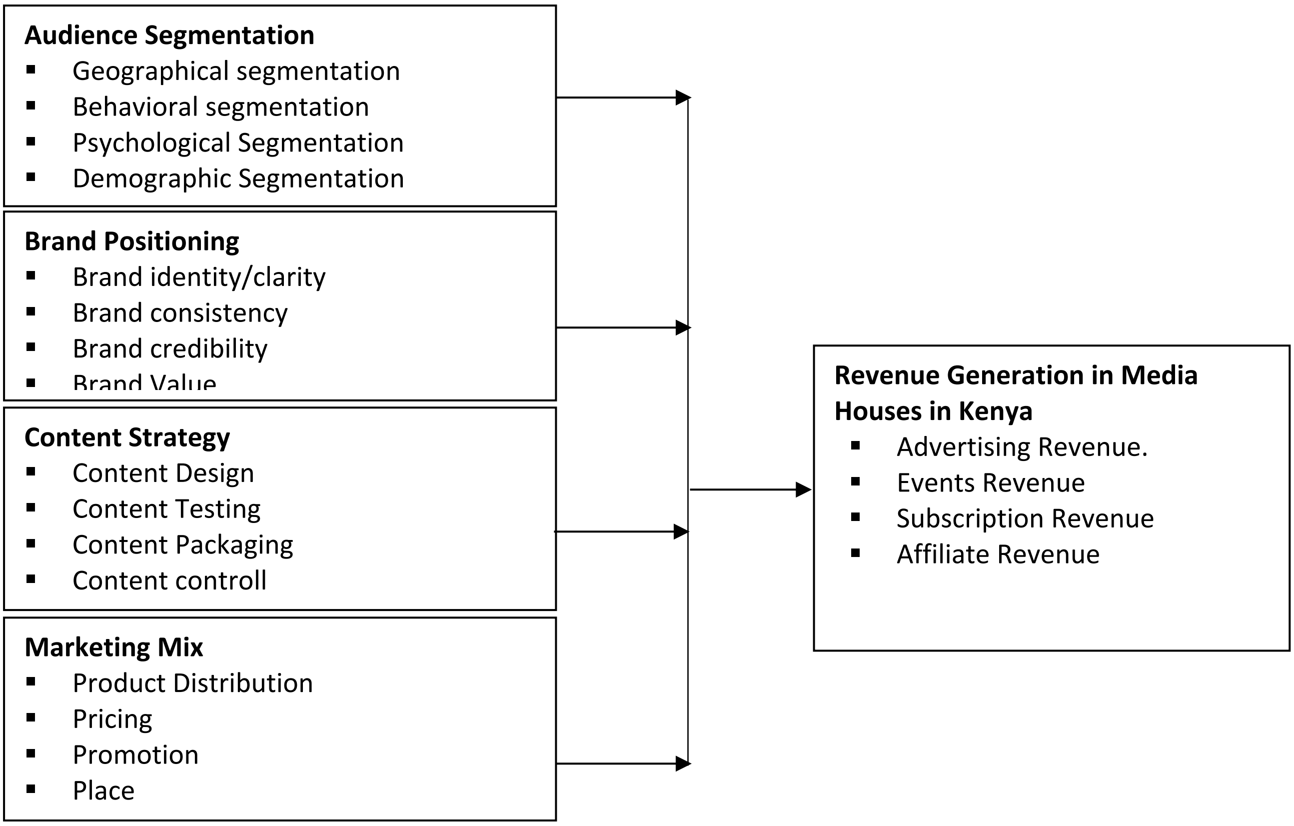
Market Positioning Theory

Market positioning theory was developed by theorists Ries and Trout in 1969. They were both directors of marketing services. This theory places emphasis on manipulating the minds of individuals. The most significant thing about positioning is the hearts of clients is always the marketing environment. They published their first article predicting the forthcoming era in the communication and marketing sector. They stated that the upcoming era would put more focus on not only product features but also on establishing a position in the minds of prospective customers. They were ableto advice top management of different organizations to evaluate objectively their offerings from customer's point of view and relate to what is already in their prospect's minds, that it, to take advantage of positions already owned. Ries and Trout (1969) stressed that strong positioning programs were cumulative in nature, flexible yet consistent.

The most significant phenomenon is not to make different things, however, human mind manipulation. Positioning is based on the hearts and the minds, that is, client's preference. The positioning means aspects which include establishing current positions, filling the gap strategy, having a single location strategy, having positioning analogies and classification of brand positioning. Market positioning theory distribution of information from varied sources can be attributed to the era of information explosion, which has a significant impact on business operations. This theory will, therefore, be instrumental in examining the brand position strategy and its effects on revenue generation of media houses.

Conceptual Framework

A conceptual framework is defined by Ravitch and Riggan (2012) as an analytical device with numerousversions and contexts and used to make conceptual differences and organize ideas. The independent variables of this study aretechnological factors, organization culture, management skills and promotional activities; whereas the dependent variable is revenue generation.



Independent Variables **Dependent Variable**

Figure 1: Conceptual Framework

Audience Segmentation and Revenue Generation

The consumers, who are having identical sets of needs and wants and can be grouped together is termed as market segmentation. These can be segmented into geographical, demographic, psychographic, and behavioral segmentation (Kotler and Keller 2012). Selecting one or more of these market segments to enter by assessing each market segment's magnetism would be market targeting (Kotler & Armstrong, 2012).

In marketing, targeting specific audiences is often used as a marketing strategy and this is achieved through audience segmentation which is a process of dividing people into homogeneous subgroups based upon defined criterion such as product usage, demographics, psychographics, communication behaviors and media use (Rimal et al., 2009; Dervin & Frenette, 2001). Segmentation of the audience is widely accepted as a fundamental strategy in communication campaigns as having potential to influence health and social change (Hoyer, Macinnis, & Pieters, 2013). Audience segmentation makes campaign efforts more effective when messages are tailored to the distinct subgroups and more efficient when the target audience is selected based on their susceptibility and receptivity (Pilotta & Schultz, 2005).

Sherlock (2014) opine that it is necessary that an organization identify and understand its target audience if its campaign is to be successful. This allows the organizations to craft their products or services to the wants and needs of their clients, in order to maximize any intended gain. According to Cahill (2007), consumers are different, therefore, segmenting the audience is key to reaching the loyal and high-potential clients in order to ensure a return on investment. Sherlock (2014) further explains that to determine the target audience, the organization must first identify what problem its product or service solves, or what need or want it fulfills. The problem must be one that clients are aware of and thus will be interested in solving. Therefore, it can be inferred from the above that segmenting the audience is important in communication as different strata of the society are at different need levels and thus respond differently to messages sent to them (Doos, Uttley & Onyia, 2014). This can be a useful tool in public sector organizations such as devolved governments. Topolniski (2013), however, segments the target audience in terms of consumer demographics, psychographics, geographic information and behavior. Since the present study is by design investigating communication behavior in the public domain, that is, the county government, the factors of interest will be demographics, geographic information and media use.

A study on the risk of cardiovascular disease among central Californians by Slater and Flora (1991) utilized health behaviors to segment the audience into seven subgroups. The study yielded two distinctive subgroups, despite their demographic similarities - White and middle socioeconomic status. The group with moderate level of good diets and physical activity and low tobacco consumption was more likely to seek health information and believed that cardiovascular disease was preventable by changing their health behavior. On the other hand, the group with poor diets, high level of alcohol and tobacco consumption and high perception of susceptibility to cardiovascular disease did not plan to mitigate those risks and refrained from seeking health information (Guttman, 2003). The disparities between these two segments were crucial for health communicators to design and tailor different messages to influence their health behaviors.

Brand Positioning and Revenue Generation

A strong brand positioning strategy is an absolute must for all businesses striving for success. Brands that are consistently presented see an average revenue increase of 10-20%. Successful branding yields benefits such as increased customer loyalty, an improved image, and a relatable identity that sets a business apart from the competition (Truong, McColl & Kitchen, 2009). Brand positioning refers to the unique value that a brand presents to its customer. It is a marketing strategy brands create to establish their brand identity while conveying their value proposition, which is the reason why a customer would prefer their brand over others. Brand positioning is the process of positioning your brand in the mind of your customers. More than a tagline or a fancy logo, brand positioning is the strategy used to set a business apart from the rest (Bhattacharya, Morgan & Rego, 2022).

Effective brand positioning happens when a brand is perceived as favorable, valuable, and credible to the consumer (Fayvishenko, 2018). The sum of those three becomes unique to your business, and as a result, the customers carve out a place for the business in their minds. The business has a reputation whether it cultivates it or not, so one might as well create a brand positioning plan that can help you take control of the business' reputation and brand image (Dou et al., 2010). Brand positioning allows a company to differentiate itself from competitors. This differentiation helps a business increase brand awareness, communicate value, and justify pricing — all of which impact its bottom line.

Branding is important for a variety of reasons; It allows the business to differentiate its brand. A company's brand is its identity. That is why knowing what makes the business unique is crucial to capturing the attention of those interested enough to act. Brand positioning creates clarity around who the business serves (Liu & O'Neill, 2022). It also explains to the target audience why the business is the best company for them and what sets its products or services apart. It also helps the business justify the business pricing strategy. The positioning of the brand can be used to justify a pricing strategy (Dou et al., 2010). In other words, when the price of the products is high because of the quality and exclusivity, and the brand positioning emphasizes these factors, the cost automatically becomes reasonable in the eyes of the customers. This also applies to products on the more affordable side. Further, it makes the business brand more creative. Although quite a few brands offer products and services that are very similar to the same target market and audience, they differ and are uniquely based on their brand positioning (Fayvishenko, 2018). That is why a good positioning can make or break the business' brand. A creative, innovative strategy combined with strong execution will leave customers coming back for more.

But not all brand positioning strategies are the same or have the same objective. Depending on the nature of the business offering and industry, the business positioning and messaging will vary. Therefore, it is important to review some few common positioning strategies (Dou et al., 2010).Customer Service Positioning Strategy- the most tangible benefit of this strategy is that great customer service can help justify a higher price point. A convenience-based positioning strategy highlights why a company's product or service is more convenient to use than the competitors. This convenience can be based on factors like location, ease-of-use, wide accessibility, multiple platform support. Quality-Based Positioning Strategy- companies implement this strategy when they want to emphasize the quality of their product —quality that often comes at a premium cost.Social Media Positioning Strategy - this type of positioning is unique because it's focused on a set of channels rather than a stand-alone tactic (Bhattacharya et al., 2022).

Content Strategy and Revenue Generation

Crawford and Okigbo (2014) explain that many communication campaigns fail on account of audience members resisting the messages because they contradict adopted habits and ingrained behaviors. Successful public communications campaigns have to address these behaviors directly or indirectly in an accepting or non-threatening manner, using appropriate emotional and/or logical persuasive appeals, designed to elicit desirable attitudes and behaviors (Gregory, 2005). Further, some public reform campaigns that evoke fear may seem to work but only for a limited time only because audience members eventually overcome such fears or learn to avoid the messages that evoke fear. Many people have the tendency to go back to their old habits after the campaigns conclude. Old habits die hard, even when we know they are unhealthy and need to change. Evidently, lack of message content control effectively undermines the strategic intent of the communication message.

Every day organizations create more content, using more types of tools, and share or store that content in more ways than ever before (Ferris Research, 2006). Content flows in and out of an organization in the form of millions of emails, instant messages, file transfers, and other Internet transactions. Proactively controlling outbound content mitigates the risk of disclosure and ensures that only appropriate information is sent out in the appropriate way (Sheer & Ling, 2004). Content control means checking those electronic communications, like emails, instant messages, Web postings, and electronic documents to ensure they contain acceptable information. For example, organizations want to ensure that material does not contain racial slurs or sexual innuendo, or that valuable product designs aren't being sent to competitors or posted to news groups, or that viruses are not being transmitted (Ferris Research, 2006). In other words, organizations seek to put information out there that resonates well with the public and does not hurt their organizational image. Therefore, protecting the organization's brand, public image, and intellectual assets requires real-time monitoring and analysis of outbound content.

Content control needs to take place within an organization. It must also apply to electronic communications coming in from the outside, and to electronic communications that depart the organization for the outside world. Inbound content control is heavily oriented toward the control of malevolent content, such as viruses, malware, spam control, and denial-of-service attacks. Outbound content control, by contrast, is much more concerned with ensuring that only appropriate material is sent externally; for example, that sensitive material only goes to certain people, or is suppressed entirely (Trevino, Webster & Stein, 2000).

Marketing Mix and Revenue Generation

Marketing mix strategies are important factors associated with the desirable business results in a competitive marketplace. They are the most essential factor that are required to product sustainability in a competitive marketplace (Alvdary, 2007). According Varadarajan and Jayachandran (2000) from their finding they conclude that strategy exists only at several levels within the organization: trade, functional and corporate. Organizations overall direction is described by corporate strategy in particular attitude towards management of particular business and commodity lines in order to attain balanced portfolio of commodities and services also known as competitive edge. At the divisional stage business strategy is developed that emphasize growth of competitive position of the firm's commodities and services in a particular industry or the market segment served. Functional departments for instance marketing, research and development, finance and finally production come up with strategies to work together in different and similar activities in order to improve productivity due to constraints within among them.

Marketing mix is a controllable part of marketing tools that affects the demand and increases it (Jonathan Ivy, 2008: 298). By the compound, mix, or a combination, it is meant that the four PS (product, price, promotion, place) should have an established and coordinated systematic approach in order to have effective influence on persuading the customers. In other words, the right product at affordable prices is accompanied by better distribution and use of appropriate communication techniques and they act together in costumers' views. Therefore, while satisfying the needs of consumers, the company makes decisions related to the product, its price, distribution / place and promotion, and the four of the group is the key marketing mix elements also called - "4P" marketing mix.

A product is defined as a physical product or service to the consumer for which he is willing to pay. It includes half of the material goods, such as furniture, clothing and grocery items and intangible products, such as services, which users buy (Singh (2016)). Dang (2015) emphasizes that the product is the first and one of the key marketing elements. Author cit. Kotler and Armstrong emphasizes that the product: "is what can be offered to the market, to get attention, to be the acquisition of used or used, and can satisfy the wants or needs."Thus, the product concept is very broad and includes not only natural products and services, but also the experience, people, places, property rights, businesses or organizations, information and ideas.

Price is one of the most important marketing mix items and many scientists consider the price as one of the most important elements of the market, which increases not only profits, but also market share. However, the price is not only one of the key factors in a competitive situation, which directly affects the company's sales and profitability indicators, but also one of the most flexible marketing mix elements, which can quickly adapt to environmental changes. Therefore, it is the price is perceived as the only element of the marketing mix, generating revenue and the most important customer satisfaction and loyalty factor. With respect to prices, as one of the marketing mix elements observed in the scientific literature, there are different rates of conceptions and interpretations of the definition, for example: The price includes a fair assessment of the product, e.g., a good price for a good product (Ehmke, Fulton, Lusk (2016)). Kotler and Armstrong, the price is defined as the amount of money to pay for a product or service, or the value of the exchange help customers receive a product or service for a certain amount.

Another very important element of marketing is a place that is also called distribution, which is defined as the process and methods by which products or services reach customers (Martin, 2014). Uznienė (2011) states that "distribution - companies' products in the dissemination of measures to ensure the identification and implementation. Distribution - that helps customers and users to find and keep purchasing those products from those manufacturers / providers with them at the time of need. Distribution - this element of the marketing mix, which includes decisions and actions related to the movement of goods from the producer to the consumer" (Matola (2009)). Thus, the distribution may become a functioning complex system where producers, brokers and independent trade and the interests of consumers wholly compatible with each other in a certain environment and a certain time.

The last 4P marketing complex element of the promotion, which helps to increase consumer awareness in terms of their products, leads to higher sales and helps to build brand loyalty. Thus, the promotion of the marketing mix is a tool that helps disseminate information, encourages the purchase and affects the purchase decision process. Sponsorship is the most important consumer sales promotion tool that includes discounts and promotions, as well as coupons, samples, refunds, bonuses, awards, contests and product demonstrations, and to say what motivates consumers to buy. "Sponsorship - is an activity that makes the target customers aware of a product or service and their advantages and is convincing to buy the product (Kotler, Armstrong, Saunders, Wong, 2007). Sponsorship - this element of the marketing mix, covering decisions and actions provided for groups of people that are informed and encouraged to buy (Pranulis, Pajuodis, Urbonavicius, Virvilaitė (2012). However, in order to understand what the promotion is is, it is necessary to consider the complex elements provided in the scientific literature, such as advertising, sales promotion, personal selling, public relations and direct marketing.

Revenue Generation

The term revenue generation, refers to the process of creating sales of products and services, with the goal of creating income. For example, a company wants to generate a hundred thousand euros of revenue this year. Then, the company needs to set up a strategy to reach this objective. Different tactics exist, according to each business. These tactics include every department, not only sales and marketing. Indeed, to be competitive, an organization has to stand up from their competitors (Investor words, 2011). Every organization exists to among other things; perform their tasks in an effective and desirable way. As a consequence, the revenue generation of any company is central to its existence (Zahra, 2012). There are, therefore, different types of revenues generated for the firm, such as, Advertising revenue, Subscription revenue, Sales revenue, Affiliate revenue, Sponsorship revenue, Events revenue. These are discussed below.

Advertising revenue: This is the revenue generated from selling advertising space to advertisers. Advertising revenue can be measured by the total revenue generated from advertising, as well as by the number of advertisements placed and the rates charged for each ad. Subscription revenue: This is the revenue generated from selling subscriptions to access premium content or services. Subscription revenue can be measured by the total revenue generated from subscriptions, as well as by the number of subscriptions sold and the rates charged for each subscription. Sales revenue: This is the revenue generated from selling products or services related to the media house's content or brand. Sales revenue can be measured by the total revenue generated from sales, as well as by the number of products or services sold and the rates charged for each product or service.

Affiliate revenue: This is the revenue generated from affiliate marketing programs where the media house earns a commission for promoting and selling products or services from other companies. Affiliate revenue can be measured by the total revenue generated from affiliate programs, as well as by the number of affiliate partnerships and the commission rates earned. Sponsorship revenue: This is the revenue generated from sponsorships, where a company pays to associate their brand with the media house's content or brand. Sponsorship revenue can be measured by the total revenue generated from sponsorships, as well as by the number of sponsorships sold and the rates charged for each sponsorship. Events revenue: This is the revenue generated from hosting or sponsoring events related to the media house's content or brand. Events revenue can be measured by the total revenue generated from events, as well as by the number of events held and the rates charged for attendance or sponsorship. Overall, measuring revenue generation in media houses requires a combination of metrics that reflect the various revenue streams and business models used by the media house.

METHODOLOGY

A descriptive research design was utilized in this study. According to Kothari (2004), descriptive studies are investigations where quantitative information is collected and analyzed to describe current trends and events and the linkages among variables at the present time. The descriptive study design was chosen because it enabled the findings to be generalized to a larger population, specifically media organizations in Kenya. The target population for this study consisted of the senior management, middle management, and other staff of five media houses in Kenya: Kenya Broadcasting Corporation, Citizen TV, Kenya Television Network, NTV, and K24.The choice of these diverse media houses and their personnel aligns with the research objective, ensuring a comprehensive view of the Kenyan media industry. Involving senior, middle, and other staff provides a holistic perspective, making findings more applicable industry wide. Additionally, their proximity streamlines data collection, enhancing practicality and quality.

The census method was used to ensure that all five media houses were included in the study. As asserted by Scheuren and Winkler (2010), a census is a study that obtains data from every member of a population. A list of media managers and other media staff from the five media houses was used for the unit of observation.

The study used descriptive and inferential statistics for analysis. Data were coded in line with each variable of the study to minimize the margin of errors and guarantee accuracy throughout the analysis. Quantitative analysis was applied using frequencies and percentages. Inferential statistics included chi-square tests to examine the relationship between variables and correlations to determine the strength of various variables. To gauge the relationship strength, correlation and multiple regression analysis were used. Data were analyzed using the Statistical Package for Social Sciences version 23 (SPSS) and were presented in the form of tables and graphs to provide a clear picture of the study findings. Additionally, a regression model was used to establish the connections among elements influencing revenue generation of media houses after digital migration in Kenya. The following regression analysis models were used in this study.

$$Y = \beta_0 + \beta_1 AS + \beta_2 BP + \beta_3 CS + \beta_4 MM + e$$

Where: -

Y– Revenue Generation

AS– Audience Segmentation

BP– Brand Positioning

CS– Content Strategy

MM–Marketing Mix

α – is the constant

Ɛ– Error term

The hypothesis rule governing this study will be if $p \leq 0.05$ then H_0 was rejected.

FINDINGS

The unit of analysis consisted of five media houses that had a license. The 65 surveys that were distributed to the Media Houses were all filled out, marked, and mailed back, indicating a response rate of 100 %. All the respondents participated in the study bringing the response rate to 100% which is the maximum that could be attained for the study. Therefore, the response rate was excellent as recommended by Babbie (2004) when the response rate is between 90% and 100%. As a result, there is sufficient information for data analysis and interpretation.

Correlation of Main Variables

To determine the correlation between the research variable and other variables, the Pearson Correlation analysis was performed at a 95% confidence level (= 0.05). Both the organizational structure and the marketing approach were used as variables in the statistical study. According to the findings in table 1, the correlation coefficients (above 0.4 and below 0.8) indicating the relationships between the independent and dependent variables are above and below these values (Pearson, 1990). This demonstrates that the relationships are mild to strong in strength. There is no multi-collinearity issue in this study because the maximum correlation coefficient was less than 0.8, at 0.758.

Table 1: Pearson Correlation Analysis

Marketing Strategy	Revenue generation	
Audience Segmentation	Pearson Correlation	0.519
	Sig.(2-tailed)	0.045
Brand Positioning	Pearson Correlation	0.758
	Sig.(2-tailed)	0.001
Content Strategy	Pearson Correlation	0.647
	Sig.(2-tailed)	0.021
Marketing Mix	Pearson Correlation	0.717
	Sig.(2-tailed)	0.011

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

Table 1 demonstrate a high positive correlation between all independent variables (audience segmentation, brand positioning, content strategy, and marketing mix) and the dependent variable (revenue generation). While audience segmentation had the lowest correlation to organizational revenue creation (r = 0.519, p 0.05), brand positioning had the strongest correlation to revenue generation (r = 0.758, and p 0.05) implying that audience segmentation generates the least amount of money while brand positioning increases market demand. The results also demonstrate that, at a 95% level of confidence and a 2-tailed interval level, all the factors were significant. This demonstrates that every anticipated component taken into consideration had a favorable link with the dependent variable; as a result, businesses can place more emphasis on marketing methods to increase revenue creation.

Regression of Main Variables against Revenue Generation

One of the methods utilized to evaluate the key model constructs on a quantitative scale was regression analysis. Researchers can evaluate an independent variable's influence over a dependent variable by using regression models. Regression modeling was used in the analysis, and the results are displayed in Tables 2, 3, and 4.

Table 2: Model Summary[b]

Model	R	R^2	AdjustedR^2	Std.Error of the Estimate
1	0.898[a]	0.806	0.765	0.034

a. **Predictors:**(Constant), audience segmentation, brand positioning, content strategy and marketing mix

b. **Dependent Variable:** revenue generation

The results are presented in table 2, which reveals that the experimental and predicted values of the dependent variable have a relationship with an R-value of 0.898, indicating that this association points in a positive direction. The values of the R series range from -1 to 1, as stated by Saunders et al.

(2012), and the sign of R shows the direction of the relationship (positive or negative). The absolute value of R is a measure of the potential for significance, with higher absolute values indicating more robust connections between the variables. As a result, the fact that the value of R was 0.898 indicates that there is a stronger association between the experimental and anticipated values in the direction of positivity.

Table 3 displays the results of a fitted regression model, which indicates a positive and statistically significant relationship between marketing techniques and income generation (r = 0.898, p .001). Audience segmentation, brand positioning, content strategy, and marketing mix were found to account for 76.5% of the variance in revenue generation across Kenya's media companies, as measured by the overall coefficient of determination R2 of 0.765. The remaining 23.5% can be attributed to variables outside the scope of this analysis. Accordingly, it is suggested that more research be performed to investigate the various elements that influence revenue generation in media organizations in Kenya.

The ANOVA in table 3 illustrates whether the model can predict revenue generation using the independent variables.

Table 3: ANOVA[a]

Model	*Df*	Sumof Squares	MeanSquare	*F*	Sig.
Regression	4	4.924	1.231	12.310	.002[b]
Residual	18	0.190	0.100		
Total	**22**	**5.114**			

a. DependentVariable:revenue generation

b. Predictors:(Constant), audience segmentation, brand positioning, content strategy and marketing mix

Table 3 demonstrated that the F statistic (F=12.31) was statistically significant at the 5% level of certainty (Sig. F 0.05). This demonstrates that the model can accurately make predictions. There is a statistically significant connection between income generation and attention to audience segmentation, brand positioning, content strategy, and marketing mix.

Table 4: RegressionCoefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta	t	Sig.
(Constant)	-0.980	0.108		-9.08	0.000
Audience segmentation	0.796	0.092	0.210	8.66	0.000
Brand positioning	1.017	0.069	0.270	14.67	0.000
Content strategy	0.887	0.068	0.281	12.99	0.000
Marketing mix	0.941	0.051	0.440	18.44	0.000

a. Dependent Variable: Revenue generation

The regression model shows that taking all the factors (audience segmentation, brand positioning, content strategy and marketing mix) constant at zero, revenue generation of media houses would be -0. 980.with results, statistically significant as P>0.05 at 0.000. The t-value of constant fashioned at (t = -9.08) level of significant at 95% that is (Sig. F< 0.05), thus ascertaining the fitness of the model. Using the results in table 4, the established regression equation by the study was;

Y = -0.98+0.796X1 +1.017X2 + 0.887X3 + 0.941X4 +ε

Furthermore, if all other factors remain the same, a 1% improvement in audience segmentation will result in a 0.7962% rise in media companies' income.

Like audience segmentation, where an increase of one-unit results in an increase of one unit in revenue generation, content strategy, where an increase of one unit results in an increase of 0.888 percent in revenue generation, and marketing mix, where an increase of one unit results in an increase of 0.94 percent in revenue generation, all apply to media companies. According to the findings, brand positioning is the most important of the four factors on which media companies' bottom lines depend, followed by marketing mix, content strategy, and finally audience segmentation.

According to the study's findings, audience segmentation, brand positioning, content strategy, and marketing mix will all have significant levels of 8.66, 14.67, 12.99, and 18.44, respectively, at 5% level of significance and 95% level of confidence. The level of significance at k = 4 degrees of freedom is -9.079, and the t-value is critical at 5%. The t value was determined to be more than -9.079, indicating that all of the factors were significant, i.e., they had an impact on revenue creation. According to statistics, the impact of audience segmentation, brand positioning, content strategy, and marketing mix on revenue creation is significantly correlated. These imply that there is a strong positive correlation between marketing tactics and revenue generation in Kenyan media companies, and that the media companies should focus heavily on the chosen smart marketing strategies in order to boost revenue generation.

CONCLUSION AND RECOMMENDATION

According to the findings of the survey, many media house in Kenya employ marketing strategies in an effort to boost income generating. These include things like audience segmentation, brand positioning, content strategy, and marketing mix, all of which have been shown to have a positive impact, individually and collectively, on revenue creation and overall organizational performance. In conclusion, there is a strong positive association between marketing strategies and revenue generation in media companies in Kenya. This conclusion may be drawn because of the positive nature of this relationship.

Enhanced Marketing Strategies: Media companies in Kenya should continue to invest in and refine their marketing strategies, focusing on audience segmentation, brand positioning, content strategy, and marketing mix. This should involve regular market research to stay attuned to changing audience preferences and industry trends.

Invest in Digital Platforms: Given the digital age's influence on media consumption, companies should consider expanding their digital presence. Developing user-friendly websites, mobile apps, and engaging social media platforms can help reach wider audiences and boost revenue.

Continuous Content Improvement: Media outlets should prioritize content quality and relevance. Regularly assess and adjust content strategies to ensure they resonate with the target audience. High-quality, engaging content can drive increased viewership and readership, translating into higher revenue.

Customer Relationship Management: Strengthening customer relationships should be a priority. Engaging with the audience, soliciting feedback, and addressing concerns can build brand loyalty and contribute to sustained revenue growth.

Monitoring and Evaluation: Implement rigorous performance monitoring and evaluation systems. Regularly assess the impact of marketing strategies on revenue. Adjust strategies based on data-driven insights to maximize effectiveness.

Areas of Further Research:

- **Impact of New Media:** Investigate how emerging digital media platforms, such as streaming services and podcasts, influence revenue generation in the media industry in Kenya.
- **Cross-Industry Analysis:** Conduct a comparative study to analyze revenue generation strategies across various industries, assessing what media companies

can learn from successful strategies in other sectors.

- **Consumer Behavior Trends:** Explore changing consumer behavior patterns, particularly in the context of digital media consumption, and how these trends affect revenue generation in the media industry.
- **Long-Term Sustainability:** Investigate sustainable revenue generation strategies for media companies, considering factors like environmental sustainability and social responsibility, in addition to financial performance.
- **Audience Engagement:** Delve into audience engagement strategies, focusing on how media outlets can build and maintain active and loyal viewer or reader communities, ultimately influencing revenue.

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