

**ADOPTION OF SOCIAL MEDIA NETWORKS AS AN  
INNOVATIVE NEW MARKET ENTRY STRATEGY BY  
KENTUCKY FRIED CHICKEN IN KENYA**

**BY**

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## **DECLARATION**

I declare that this project is my original work and has not been submitted for examination in any other university.

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**D61/65231/2010**

The research project has been submitted for examination with my approval as the University Supervisor.

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## **DEDICATION**

I dedicate this project to my loving mother for her support and encouragement.

## **ABSTRACT**

Social networks and social media are part of a phenomenon that is changing the way organizations communicate with their customers and potential customers in a new market segment. Social media marketing programs usually center on efforts to create content that attracts attention and encourages readers to share it with their social networks. A corporate message spreads from user to user and presumably resonates because it appears to come from a trusted, third-party source, as opposed to the brand or company itself. This study sought to establish the social media as an innovative new market entry strategy into Kenya: a case of Kentucky Fried Chicken. The researcher applied a case study design since only one organization is involved. The study used of primary and secondary data. Primary data was collected through face to face interview with the researcher interviewing four senior managers of Kentucky Fried Chicken. The data obtained from the interview guide was analyzed using content analysis. The researcher analyzed the information provided by the respondents against known international business concepts. The data was presented in prose format. KFC managed its corporate social media tools internally, with a cross-functional team. KFC considered a number of entry strategies into the Kenyan market. First, the Restaurant considered forming a strategic alliance with a well established restaurant in Kenya. KFC used social media in entering in new markets to a very great extent hence its choice for the Kenyan market. Using social media was found to be affordable as opposed to traditional advertising methods such as television and radio commercials, banner advertisements, print placements and participating in promotional events were found to be costly for their businesses besides creating monotony in a highly competitive media.

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# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the study

The Internet has revolutionized the way individuals, organizations and the whole society communicate. During its existence, the characteristics of the Internet have changed and it has become a more interactive platform than it was previously. People are increasingly discovering the new communicative possibilities that the Internet can offer. They are no longer connecting to the Internet only in order to find information on different web pages but also contributing to discussions with their opinions, experiences or other types of content. Platforms, where people can share information, knowledge, and opinions, are called social media (Drury, 2008.)

Social networks and social media are part of a phenomenon that is changing the way organizations communicate with their customers and potential customers in a new market segment. Consumers are using online tools to take charge of their own experience and connect with others. They are using blogs, wikis, podcasts and YouTube, among others to stay in touch and get informed of new offerings on the market. Some marketers are using Facebook to build awareness and a strong online presence and community. The key with Facebook and other social media is to have interactivity and maintain freshness.

Vollmer and Precourt (2008) argue that consumers are turning away from the traditional sources of advertising, such as radio and television, and that they consistently demand more control over their media consumption. Consumers require on-demand and immediate access to information at their own convenience, and that consumer are turning more frequently to various types of social media to conduct their information searches



and to make their purchasing decisions. Mangold and Faulds (2009) further observed that people are witnessing an explosion of internet-based messages transmitted through these media which have become a major factor in influencing different aspects of consumer behavior including awareness, information acquisition, purchase behavior, opinions and post-purchase communication. Word of mouth is increasingly manifesting itself through digital social media, where it spreads both farther and faster.

The fast food industry in Kenya has become very competitive following the entry of several players. The industry was first dominated by South African Galitos and Debonair in addition to many local owned fast food chains. The entry of Kentucky Fried Chicken (KFC) has increased the levels of competition and challenged the existing market players. There is already a fast food culture that is growing in Kenya where Kenyans have diverted from a rather traditional, non-fat diet to a Trans fat-filled diet of fried potatoes, crunchy chicken and thick burgers and pizza. Targeting the high end of the consumer chain, KFC too is battling out for the soul of the Kenyan fast food industry with already established franchises like Galitos, Debonairs, Java, Savannah, Steers, Kenchic, Wimpy and a host of local stand-alone retailers. Steers has been operational in Kenya for the past 15 years which goes for the high end market, Kenchic, the local franchise, does more than cater for the other lower levels of the economy.

### **1.1.1 Social Media**

Kaplan and Haenlein (2009) define the Social Media as a group of Internet-based applications that is build on the ideological and technological foundations that allow the creation of exchange of User Generated Content. According to Safko and Brake (2009)

Social Media refers to activities, practices, and behaviors among communities of people, who gather online to share information, knowledge, and opinions using conversational media. Conversational media covers the web-based applications that make it possible to create and easily transmit content in the form of words, pictures, videos, and audios. Drury (2008) places emphasis on the word “share”, as the most important part of social media.

According to Constantinides and Fountain (2008) five categories of Social Media include: Blogs are online journals where people of firm can post images, ideas and links to other web pages; Social networks are places where people with a common interest or concerns come together to meet people with similar interests and where they can build their personal websites; Content communities are web sites where particular types of content can be organized and shared with others; Forums/bulletin boards are sites for exchanging ideas or information usually around particular interests, and Content aggregators or applications which allow users to fully customize the web content they wish to access. Examples of social media applications that people use include Facebook, MySpace, Flickr, twitter, YouTube and Wikipedia (Drury, 2008).

Social networking sites (SNS) such as MySpace, Facebook, Cyworld, Bebo BlackPlanet, Dodgeball, and YouTube have attracted millions of users, many of whom have integrated these sites into their daily practices. A social network service focuses on building online communities of people who share interests and/or activities (Dwyer et al, 2007). The websites allow users to build on-line profiles, share information, pictures, blog entries, music clips, etc. After joining a social networking site, users are prompted to identify others in the system with which they have a relationship. The label for these relationships

differs depending on the site-popular terms include "Friends," "Contacts," and "Fans." Most SNS require bi-directional confirmation for Friendship.

Social media has quickly gained acceptance and use in the hotel and catering industry. Many factors are responsible for the rapid diffusion of social media but notable among these include the lack of effective capacity by governments to exercise controls over the new generation of information technologies. Besides, benefits social media are being felt sooner rather than later by people thus catalyzing their pull into society. In Kenya where morality and cultural practices form part of daily norms of the people, social media provides the perfect platform for interactions and communality in the industry. Social media also seem to appeal equally to people of different social and economic backgrounds. The ubiquity and portability of mobile phone applications including the decreasing costs and its availability 24/7 are strong pull factors that may also explain the rapid diffusion of social media in society. Adoption of social media to gain greater global access and reduced transaction costs provides substantial benefits via improved efficiencies and raised revenues; facilitates access to potential customers and suppliers, productivity improvements, customization of products & services and information exchange & management.

### **1.1.2 Social Media as an Entry Strategy**

The explosive growth of today's social media and networking connections has far surpassed many predictions, and set numerous records or milestones (Liebrenz-Himes, Dyer and Shamma 2009). According to Nielsen, people spend twice as much time (22.7%) using social networking sites (SNS) as compared to any other online activity (NielsenWire, 2010). Further, social networking is displacing other forms of online

communication. E-mail usage fell from 11.5% in June 2009 to 8.3% in June 2010. In addition, instant messaging usage declined 15% last year (Ostrow, 2010).

According to a study of Barnes and Mattson (February 2010) 35% of the Fortune 500 companies have already active Twitter accounts and nearly 50% of the top 100 companies have such an account also. A study published on February 2010 by the Small Business Success Index (SBSI) indicates that 75% of the surveyed small businesses in the USA have already a company page on a social networking site and 57% have built a network, either their own or through a SNS like LinkedIn. Similar findings indicating the start of a trend were reported in studies conducted earlier by McKinsey (2007a; 2007b) and Young (2008).

Social media marketing programs usually center on efforts to create content that attracts attention and encourages readers to share it with their social networks. A corporate message spreads from user to user and presumably resonates because it appears to come from a trusted, third-party source, as opposed to the brand or company itself. Hence, this form of marketing is driven by word-of-mouth, meaning it results in earned media rather than paid media (Trattner and Kappe, 2012). Social media has become a platform that is easily accessible to anyone with internet access. Increased communication for organizations fosters brand awareness and often, improved customer service. Additionally, social media serves as a relatively inexpensive platform for organizations to implement marketing campaigns.

### **1.1.3 Market Entry**

The importance of the foreign market entry strategy decision has been well documented because the entry mode chosen has a major impact on the level of control the

Multinational enterprise has over the venture (Root, 1994). Some entry modes, such as exporting and licensing, are associated with low levels of control over operations and marketing, but are also associated with lower levels of risk. In contrast, other entry modes such as joint ventures and full ownership of facilities involve more control, but entail additional risk.

Since reversing an inappropriate entry strategy choice can be difficult, it is important that well thought out decisions be made. Because of the success of many Japanese firms in the global marketplace, much attention has been focused on the marketing strategies and tactics used by Japanese MNCs. Areas where Japanese practices have been studied include: the use of global marketing strategies (Johansson, and Yip, 1994; Yip, 1996), level of market orientation (Kotabe and Lanctot, 1997); new product development practices (Czinkota, and Kotabe, 1990); marketing research practices (Johansson, and Monika, 1987); and sourcing strategies (Kotabe and Omura, 1989). The remarkable performance of Japanese firms in the 1980s, a decade in which Japan clearly established its position as the world's second largest economy prompted this high level of interest in Japanese business strategy and practice (Czinkota and Kotabe, 1990).

The chosen market entry strategy is important as it determines the manner in which multinational enterprises (MNEs) develop and implement marketing programs, coordinate business activities both within and across markets, and ultimately the MNEs' success in foreign markets (Malhotra *et al.*, 2003). From a market entry strategy standpoint, one of the greatest challenges for MNEs investing abroad is overcoming the liability of foreignness (LOF), i.e. the liability associated with foreign operations

(Hymen, 1976; Mezias, 2002; Miller and Parkhe, 2002; Sheer, 1995; Zaheer and Mosakowski, 1997).

Market entry strategies are inherently difficult. A firm's managers need to consider the influence of numerous factors both internal and external to the firm in deciding when and how to enter a market with a new product (Lieberman and Montgomery, 1991). Firms face a particularly difficult decision of planning when it is best to enter a market with a new product in response to a market introduction of a pioneering new product by a major competitor.

#### **1.1.4 Fast Food Industry in Kenya**

The existence of American and British franchise outlets in Nairobi date back as far back as in the 1980s, perhaps as a surviving link to a colonial heritage. Fast food then was a preserve of the rich. It was prohibitively expensive. But, over the years, the market has grown and has seen an increase in the intake of junk food," says the nutritionist. "As a result, there have been fewer places to eat healthy." The Nairobi City Council estimates there are more than 1,500 licensed eating places in the city. More than 80 per cent of these are fast food joints. And the number is not about to reduce as pending applications still lie unprocessed at the council's licensing department.

There is already a fast food culture that is growing in Kenya where Kenyans have diverted from a rather traditional, non-fat diet to a Trans fat-filled diet of fried potatoes, crunchy chicken and thick burgers and pizza. There is a ready market and the American fast food giant, Kentucky Fried Chicken (KFC), is the newest entrant in that market. KFC has a global footprint. Targeting the high end of the consumer chain, KFC too is battling

out for the soul of the Kenyan fast food industry with already established franchises like Galitos, Debonairs, Java, Savannah, Steers, Kenchic, Wimpy and a host of local stand-alone retailers. Steers has been operational in Kenya for the past 15 years which goes for the high end market, Kenchic, the local franchise, does more than cater for the other lower levels of the economy.

### **1.1.5 Kentucky Fried Chicken**

KFC Corporation, based in Louisville, Kentucky, is one of the few brands in America that can boast about having a rich, 59-year history of success and innovation. KFC is the world's most popular chicken restaurant chain, specializing in Original Recipe®, Extra Crispy™, Colonel's Crispy Strips® and Honey BBQ Wings®, with home-style sides and freshly made chicken sandwiches. Since its founding by Colonel Harland Sanders in 1952, KFC has been serving customers delicious, already prepared complete family meals at affordable prices. There are over 15,000 KFC outlets in 105 countries and territories around the world.

KFC's entry in Kenya is a continuation of a long family tradition. Mr. Schaffer's family has been a KFC franchisee for over 30 years when his father opened the first store in South Africa, and where he spent two years learning everything that he knows about the brand. The family operates 40 restaurants. KFC, the world's largest chicken chain has 3 outlets in Kenya at the Nakumatt Junction Mall along Ngong road, the Nakumatt Galleria near Bomas of Kenya Mall and in Kimathi Street the center of Nairobi town. Their menu includes crispy fried chicken, fries, burgers and fruit juices.

## **1.2 Research Problem**

Social media is online content created by people using highly accessible and scalable publishing technologies. Importantly, it seems to represent a shift in how people discover, read and share news, information and content. There are hundreds of social media channels operating around the world today with the current big three being LinkedIn, Face Book and Twitter. The first online social networking site, Classmates.com, emerged in 1995; blogs and podcasts followed shortly thereafter. Recently, the social media landscape has dramatically changed with the introduction of the Web 2.0 platform. The revolutionary impact of this technology has ushered in simpler design and development requirements for website creation and operation as well as much easier techniques for interconnectivity with so-called rich media (video).

Consequently, website creation, publishing and interactive communication has become relatively easy and exceedingly more powerful compared to HTML authoring requirements that web techies have used during the preceding decade. Online sites were originally offered to organize personal interest communities. However, businesses have become astute users of social media to introduce their brand, products and services to customers, gather information about their reputation and that of competitors as well as engage real time with all stakeholders and local communities. The Internet enabled such customers to communicate directly with businesses and express their likes and dislikes of particular products and services. Along with establishing this new method for communicating with businesses, users themselves became an important source of innovation and as such many companies have recognized the potential of social media as a new communications channel. But the reality is that its impact will be felt along the



entire length of the value chain. Companies will be forced to reexamine outdated business practices and create opportunities to leverage these new capabilities in powerful ways.

Global food chain Kentucky Fried Chicken popularly known as KFC is one of the world's most popular chicken chains of restaurant. Global food chain Kentucky Fried Chicken popularly known as KFC is now in Nairobi. The plan is to open three outlets in the city by the end of 2011 starting with new chicken shop at the Junction Shopping Mall. This is part of a bigger plan to expand its footprint in emerging markets such as Kenya in order to tap Kenya's fast growing middle class. it has opened two more outlets, one at the Galleria Mall in Karen and another on Kimathi Street. KFC has its roots in the USA but has a global presence. The world's largest quick-service chicken restaurant chain has over 12,300 outlets in more than 80 countries. Its Africa operation is run by South African entrepreneur Simon Schaffer through a franchise. The brand's entry is expected to raise the competition on the fast food business and give players such as Galito's, Chicken Inn, and Steers a run for their money. KFC is counting on pricing and its international brand reputation to gain market share.

Studies that have been done on foreign market entries strategies include: Globally, Galac and Kraft (2000) discussed the consequences of foreign banks' entry for Croatian banking system. Kahla (2009) did a study on effects of institutional constraints to foreign market entry strategies of Finnish ICT-companies in sub-Saharan Africa. Mushuku (2006) investigated the modes of market entry strategies for South African companies doing business in Tanzania. Locally in Kenya, Mulongo (2008) did a study on change of foreign entry strategies for global firms: a case of Eriksson Kenya. Kieti investigated the determinants of foreign entry strategies: A case of Kenyan firms venturing into Southern

Sudan. Muriuki, (2001) did an empirical investigation of aspects of culture and their influence on marketing strategies in the beverage industry in Kenya; Mukule, (2006) studied retail marketing strategies adopted by commercial banks in Kenya while Njeru (2010) did on equity bank's foreign market entry strategies into Southern Sudan and Uganda. From the above study, it was evident that no known study to the researcher had been done on use of social media as an innovative new market entry strategy into Kenya especially with reference to Kentucky Fried Chicken. Therefore this study sought to answer the question: How social media could be used as an innovative new market entry strategy by Kentucky Fried Chicken into Kenyan market?

### **1.3 Research Objective**

The objective of the study was to establish the social media as an innovative new market entry strategy into Kenya: a case of Kentucky Fried Chicken.

### **1.4 Value of the Study**

The study would benefit the management of Kentucky Fried Chicken and other organizations in understanding various market entry strategies and specifically how they can effectively use social media as an innovative new market entry strategy into new market.

The government and policy makers would gain value added information on foreign market entry strategies. The study would be useful to the government in policymaking regarding market entry strategy into Kenyan market. The policies designed, would serve as guidelines in assisting the management in knowing what the procedures and policies to follow when deciding to expand into a new market.

To the academicians and researchers, the findings would contribute to professional extension of existing knowledge on use of social media as an entry strategy. The study would provide a useful basis upon which further studies on market entry strategies and foreign market entry strategies in general. The study would also suggest areas for further studies on which to research on social media as a new entry strategy.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars and authors. This chapter reviews literature with respect to the research objective on the social media as an innovative new market entry strategy into Kenya: case of Kentucky Fried Chicken.

### **2.2 Concept of Strategy**

According to Johnson and Scholes (2002) Strategy can be defined as the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of its resources within a challenging environment and geared towards meeting the needs of the markets as it fulfils stakeholder expectations. Ansoff (1995) defines strategy as the product market scope of a company. This refers to a decision of what to produce in what market. If the environment is stable, an organization can operate without changing its product-market focus. However, if the environment changes, this would require changes in the organization's product-market focus that is its strategy. Product-market focus relates to conditions of the external environment, which have to be incorporated into strategy. If the products the company is producing or the markets it is serving are not reflective of the demands of the external environment, then the company's efforts are futile.

Porter (1996) asserts that strategy is creating a fit among company's activities. The success of a strategy depends on doing many things well -not just a few- and integrating them. If there is no fit among activities, there is no distinctive strategy and little

sustainability. The company's activities include its effective interaction with the environment in that these activities are geared towards serving the external environment. According to Porter (1996), organizations must embark on making their strategies competitive. He argues that competitive strategy is about being different which means deliberately choosing a different set of activities to deliver a unique mix of value. Porter argues that strategy is about competitive position, about an organization differentiating itself in the eyes of the customer, about adding value through a mix of activities different from those used by competitors.

In most large corporations there are several levels of strategy. Corporate strategy is the highest in the sense that it is the broadest, applying to all parts of the firm. It gives direction to corporate values, corporate culture, corporate goals, and corporate missions. Under this broad corporate strategy there are often functional or business unit strategies (Porter, 1996). Functional strategies include marketing strategies, new product development strategies, human resource strategies, financial strategies, legal strategies, and information technology management strategies. Each functional department attempts to do its part in meeting overall corporate objectives, and hence to some extent their strategies are derived from broader corporate strategies (Doole and Lowe, 2004)

The "lowest" level of strategy is operational strategy. It is very narrow in focus and deals with day-to-day operational activities such as scheduling criteria. It must operate within a budget but is not at liberty to adjust or create that budget. Drucker (1999) encouraged operational level strategy in his theory of Management by Objectives (MBO). Operational level strategies are informed by business level strategies, which in turn, are informed by corporate level strategies (Porter, 1996).

## **2.3 Market Entry Strategies**

There are various reasons that companies choose to enter a new market. According to Kotler and Keller (2006) there are five reasons as to why companies choose to enter a new market including: discovery that a foreign market presents higher profit opportunities than the domestic market; need for a larger customer base to achieve economies of scale; reducing the dependency on any one market; counterattack against companies that have entered the home market; and customers that go abroad and therefore need international servicing.

### **2.3.1 Exporting Strategy**

According to Kotler and Keller (2006), exporting is the normal way to get involved with a new market. Ellis (2000) identifies four ways that this exchange may be initiated including seller-initiated; buyer-initiated; broker-initiated; and initiated as a result of a trade-fair or chance encounter. Once the relationship is initiated the company may choose to engage in either indirect or direct exporting.

In a reasonably accessible market such as Kenya, direct exporting of products or services may be a viable option especially for African origin companies (Kotler and Keller, 2006). But in less familiar markets, with different legal and regulatory environments, business practices, customs and preferences, direct exporting may not be an option. A local partner, for example, may be better able to manage these complexities and serve your potential clients better. Indirect exporting is frequently used to enter new markets where businesses selling products enter into an agreement with an agent, distributor or a trading house for the purpose of selling (or marketing and selling) the products in the target market.

### **2.3.2 Licensing Strategy**

Licensing is a contractual transaction where the firm, the licensor, offers some proprietary assets, such as technical innovation, manufacturing process, trademark, patent, trade secret and brand or corporate image, to a foreign company, the licensee, in exchange for royalty fees. The advantage of licensing is that it allows the licensor to enter a new market at little risk. In addition, the licensee can gain production expertise or a well-known product or brand name. But licensing also has its disadvantages in that some control is lost, and that a potential competitor may have appeared when the license terminates. Profits have also been given up if the licensee is very successful (Kotler and Keller, 2006).

Some of the most common ways to use licensing include management contracts, contract manufacturing and franchising. In a management contract, a company charges a fee to manage a foreign business; in contract manufacturing local manufacturers are hired to produce a product; in franchising the complete brand concept and operating system is offered to the franchisee and in return for this the franchisee invests in setting up the franchise and pays certain fees (Doole & Lowe, 2004)

### **2.3.3 Joint Venture Strategy**

In a joint venture the company partners with a foreign company or investor in a new company where ownership and control is shared which may be either out of necessity or desire. The company may be limited in terms of funds, know-how or resources to engage in the venture alone or the host country may have rules and regulations that require a joint venture to be formed if the market should be entered (Walter, Peters and Dess, 1994).

The disadvantages of a joint venture include disagreements between the owners and difficulties for a multinational company to carry certain policies on a worldwide basis. A closely related investment form is the formation of an alliance, but whereas a joint venture means that a new legal entity is formed, an alliance does not (Kotler and Keller, 2006)

### **2.3.4 Foreign Direct Investment Strategy**

According to UNCTAD (2007) foreign direct investment is defined as investment involving long-term relationship and reflecting a lasting interest and control by a resident entity in one economy in an enterprise resident in an economy other than that of foreign direct investor. This can happen either by buying part or full interest in a local company or by building its own facilities. If the ownership is complete this is referred to as sole venture or wholly owned subsidiary. Establishing a subsidiary abroad comes along with high investments in new properties, marketing and human resources (Bradley, 2005). Differences in language, culture taste, logistics and laws need to be analyzed in order to start and conduct successful business on foreign market especially when FDI is chosen as an entry strategy (Verwaal and Donkers, 2002).



The set up of foreign subsidiaries demand huge investments. First, the necessary knowledge about a country, culture, national politics, law and local customer preference has to be gained. This process of information takes time and money, the hours for a manager to analyze potential markets represents valuable and costly working hours. In this case external consultants are entrusted with collection of data the cost move from manager salaries to consultant fees. Second, the gained information about the potential market has to be used when establishing sales subsidiaries and investing in different areas like the local bureau and new employees (Lu and Beamish, 2006). However, there is limited control over international operations as the firm is present on the market the protection proprietary assets is complicated. Not only patent infringement but also other standard and other regulation on foreign market can develop into non tariff trade barriers which are hard to control for exporters (Bradley, 2005).

### **2.3.5 Strategic Alliance Strategy**

According to Kotabe *et al.*, (2005) strategic alliance is partnership between businesses with the purpose of achieving common goals while minimizing leverage and benefiting from those facets of their operations that complement each other. It comes in all shapes and sizes and can be based on a simple licensing agreement between partners, or it may consist of a thick web of ties. They are based on cooperation between companies. A strategic alliance is a contractual, temporary relationship between companies remaining independent, aimed at reducing the uncertainty around the realization of the partners' strategic objectives (for which the partners are mutually dependent) by means of coordinating or jointly executing one or several of the companies' activities. Each of the

partners is able to exert considerable influence upon the management or policy of the alliance.

The partners are financially involved and share the costs, profits and risks of the strategic alliance (Douma, 1997). Soares (2007) identifies four potential benefits that international business may realize from strategic alliances, these are: Ease of market entry where entering into a strategic alliance with an international firm, will enable a firm achieve the benefit of rapid entry while keeping the cost down. Choosing a strategic partnership as the entry mode may overcome the remaining obstacles, which could include entrenched competition and hostile government regulations; Risk sharing is another common rationale for undertaking a cooperative arrangement when a market has just opened up, or when there is much uncertainty and instability in a particular market. Competitive nature of business makes it difficult for business entering a new market or launching a new product, and forming a strategic alliance is one way to reduce or control a firm's risks; Shared knowledge and expertise whereby forming a strategic alliance can allow ready access to knowledge and expertise in an area that a company lacks.

### **2.3.6 Franchising Strategy**

A franchise is an ongoing business relationship where one party ('the franchisor') grants to another ('the franchisee') the right to distribute goods or services using the franchisor's brand and system in exchange for a fee. More sophisticated franchise arrangements specify a precise business format under which the franchisee is expected to carry on business and ensuring a common customer experience throughout the network. McDonalds is an obvious example (Mockler, 1999). According to Brickley and Dark

(1987) Franchising is seen as a means of obtaining scarce capital as the franchisee is generally required to make a substantial investment in the business. Franchisees share risk with the franchisor. Franchising is also identified as a way of addressing the agency problem, specifically, the issue of monitoring managers. Franchisees with substantial investments are more motivated to maximize revenues through administrative efficiency and protection of the franchise brand while minimizing operational costs. Retail franchising allows firms to achieve the expanded reach and efficiencies associated with internationalization more rapidly and effectively than the firms could accomplish on their own.

Dana, Etemad and Wright (2001) developed an Interdependence Paradigm to explain these franchise marketing networks using examples of firms in South Korea and the Philippines. In their paradigm, franchising involves a network of franchisees under the guidance of a parent firm, the franchisor. Franchisors that are well established can achieve greater efficiencies by incorporating smaller franchisees from emerging markets into international franchise networks. Importantly, the authors point out that franchising can help overcome local ownership requirements in regulated sectors. Therefore, franchising enhances the competitiveness of franchisors, while contributing to the development of emerging markets. Dana, Etemad and Wright (2001) view the consequences of this paradigm shift from independence to interdependence to be far reaching and having a major impact on the way business is handled internationally.

## **2.4 Use of Social Media**

After the brief discussion on the different categories of social media, and how these are used in Sweden, this chapter focuses on examining the social media as a marketing and

branding channel. Furthermore the opportunities and challenges social media offers for the case company will be discussed in detail. Social Media turning into an influential marketing channel is news to many companies and organizations (Drury, 2008). The social media marketing is as a process that empowers individuals and companies to promote their websites, products or services through online social channels and to communicate with and tap into a much larger community that may not have been available via traditional advertising channels. It connects service providers, companies and corporations with a broad audience of influencers and consumers (Weinberg, 2009). Weber (2009) argues that social media marketing is not only for the largest multinational corporations.

On the one hand, social media provides numerous opportunities for strengthening and expanding relationships to customers. These opportunities include targeted brand building with activities like podcasts, executive blogs or microsites, developed with particular focus for a specific target audience. Social media offers a quicker and more cost-effective way to reach highly targeted markets than marketing through traditional media, such as websites, newspapers and television. Additionally, social media is a tool for staying connected with other stakeholders of the company such as technology vendors, and distributors. Social media can be seen as opportunity for the research and development department to get immediate feedback on the product and make corrections, and to move to next challenge. Including customers in the product development companies can forge bonds that foster long-term product or brand loyalty. The social media presets also numerous opportunities to strengthen and expand employee communications (Weber, 2009). On the other hand, marketing through social media

challenges a company to adapt different techniques than marketing through traditional channels. Weber (2009) explicates that marketing to the social media requires adopting a completely new way of communication with an audience in a digital environment. Drury (2008) clarifies that marketing with traditional media was much about delivering the marketing message to the target audience.

Drury (2008) emphasizes that marketing with social media is about building a relationship and conversation with target audience. Marketing is no longer one dimensional; it has become a two-way process engaging a brand and an audience. Marketing within social media is not just about telling and giving a message, it is more about receiving and exchanging perceptions and ideas (Drury, 2008). Also the way of segmentation changes radically with the event of the social web. Demographics like gender, age, education and income, together with lifestyle factors have become less relevant compared to what people do, think, like and dislike. Further the communication in social media is less about creating contained and controlled messages and more about creating compelling environments to which people are attracted. The best web sites will combine both professional and user-generated content (Weber 2009, 35-38.).

#### **2.4.1 Influence of Social Media on Purchasing Decision**

The foregoing chapter emphasized the social media as a marketing channel and a new source of information about products and services for a customer. After that the discussion turns to examining the role of social media and in particular the user generated affecting a purchase decision of a customer. For the purpose of this study, it is important to understand how the existing and potential customers of the case company are affected by social media when they are deciding which products or services they want to acquire.

Constantinides and Fountain (2008) present Kotler's (1994) Stimuli and Response model and suggest that the original model has changed due the usage of Social media. According to Constantinides and Fountain (2008), the consumers are not only influenced by the traditional marketing but also the uncontrollable personal influencer. In today's digital-focused marketing environment, the Internet as a communication and transaction channel adds two more inputs and influencers of buying behavior to the model.

Constantinides and Fountain (2008) point out that the customer preferences and experiences about the products and services offered either in traditional or electronic outlets is not based any more exclusively on information made available through traditional mass media or corporate websites. The customer preferences and decisions are increasingly based on inputs provided by parties beyond the control of online marketers: peer reviews, referrals, blogs, tagging, social networks, online forums and other forms of user-generated content, which is uncontrollable by the marketer. Vollmer and Precourt (2008) argue for consumers turning more frequently to various types of social media to conduct their information searches and to make their purchasing decisions. Evans (2008) emphasizes the role of social feedback cycle as a purchase validation tool. In the social feedback cycle, the purchase funnel is expanded to include the post-purchase experiences of the overall marketing process. Social media connects these experiences back to the purchase process in the social feedback cycle.

#### **2.4.2 Strategies and Tactics for Social Media Marketing**

Mangold and Faulds (2009) point out that the popular business press and academic literature offers marketing managers very little guidance for incorporating social media into their marketing communication strategies. Social media should be included in the

promotion mix when developing and executing their integrated marketing communications strategies. It is a hybrid element of the promotion mix because it combines characteristics of the traditional integrated marketing communications tools with a highly magnified form of word-of-mouth whereby marketing managers cannot control the content and frequency of such information. Social media is also a hybrid due to it springs from mixed technology and media origins that enable instantaneous, real-time communication. It also utilizes multi-media formats and numerous delivery platforms, with global reach capabilities (Mangold and Faulds, 2009). With the right strategy, Social Media can be utilized to corporate advantage.

The main purpose of social media in business context is to engage people (Safko and Brake, 2009). Engagement is the level of involvement, interaction, intimacy, and influence customers have with a brand over time (Haven and Vittal, 2009). Engagement leads towards a desired action or outcome. For a customer, the desired outcome may be an additional purchase of a product or a service or a strong recommendation to a friend. There are four primary ways to engage people including communication, collaboration, education and entertainment (Safko and Brake, 2009). Mangold and Faulds (2009) support the view that customers engaged with a product, service or idea are more likely to communicate through social media. This engagement may come naturally for supporters of causes, political candidates, and trendy new technological products.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter presents various stages and phases that will be followed in completing the study. It involves a blueprint for the collection, measurement and analysis of data. This identified the research design, data collection and analysis.

### **3.2 Research Design**

The researcher applied a case study design since only one organization is involved which Kentucky Fried Chicken. Yin, (1994) said that to refer to a work as a case study might mean that its method is qualitative, small-*N*; and that the research is ethnographic, clinical, participant-observation, or otherwise “in the field (Yin 1994).

According to Yin (2003) a case study design should be considered when: the focus of the study is to answer “how” and “why” questions; you cannot manipulate the behavior of those involved in the study; you want to cover contextual conditions because you believe they are relevant to the phenomenon under study; or the boundaries are not clear between the phenomenon and context.

### **3.3 Data Collection**

The study used primary and secondary data. Primary data was collected through face to face interview with the researcher while secondary data was collected through review of the contents of various relevant publications and reports at the Kentucky Fried Chicken.

The researcher administered interviews to the managers at their place of work to reduce interruptions to their daily duties and ensure a high response rate. The researcher planned



to interview four senior managers of Kentucky Fried Chicken who included: restaurant manager, country marketing director, commercial manager and operations manager.

### **3.4 Data Analysis**

The data obtained from the interview guide was analyzed using content analysis. Kothari (2004) explains content analysis as the analysis of the contents of documentary and verbal material, and describes it as a qualitative analysis concerning the general import of message of the existing documents and measure pervasiveness.

The researcher analyzed the information provided by the respondents against known international business concepts. The data was presented in prose format.

## **CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION**

### **4.1 Introduction**

This chapter presents analysis and findings of the study as set out in the research methodology. The results are presented on the social media as an innovative new market entry strategy into Kenya using a case of Kentucky Fried Chicken (KFC). The study targeted a total of four senior managers at KFC. The chapter specifically covers general information of the study, challenges of oil distribution, response strategies to the challenges and discussions.

All the targeted interviews responded by scheduling and attending the interview thus giving a response rate of 100%. This excellent response rate was attained because of the researcher's aggressiveness in booking and attending the interviews in person. This response rate was excellent and representative and conforms to Mugenda and Mugenda (2003) stipulation that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent.

### **4.2 General Information**

The study sought to establish the departments from which the interviewees worked in. From the interviewees' responses, the interviewees worked as restaurant manager, country marketing director, commercial manager and operations manager. The respondents had worked with the organization since its commencing business in the Kenyan market. This indicates their level of understanding about the importance with which KFC treated social media.

The respondents indicated that it was about connecting with fans and making sure the KFC brand remains relevant on the market and in the customers' mind. The interviewees saw it as 3.5 million people who opted in and felt strongly about the brand, and the restaurant owed them the interaction and had a lot of fun doing it. This helped in creating a long lasting bond between the restaurant and the customers hence ensuring successful entry into the Kenyan market.

The interviewees indicated that KFC managed its corporate social media tools internally, with a cross-functional team. The strategy: to connect and engage with KFC followers, cultivate relationships and respond to any inquiries. They further indicated that KFC had a lot of fun interacting with its customers and sharing their offers and products.

#### **4.3 Other Market entry strategies considered by KFC**

The study sought to establish whether KFC considered other marketing strategies in entering the Kenyan market. From the interviewees' responses, it was noted that KFC considered a number of entry strategies into the Kenyan market. First, the Restaurant considered forming a strategic alliance with a well established restaurant in Kenya.

However, on thorough thinking and evaluating the cost benefits associated with strategic alliances. After evaluation, the Restaurant opted for setting up its own subsidiary under their brand. This they felt would reduce issues concerning promotion, control and how the business would be conducted. As a result, they opted to adopt foreign direct investment with social media as a marketing strategy for entry.

The study sought to establish the extent to which KFC used social media as a new market entry strategy. From the interviewees' responses, the study noted that KFC used social media in entering in new markets to a very great extent.

#### **4.4 Advantages of Using Social Media as an Innovative New Market Entry Strategy over Other Market Entry Strategies**

The study sought to establish the advantages of using social media as an innovative new market entry strategy as opposed to other strategies. From the interviewees' responses, the study established that there were many advantages accruing to the organization. First, using social media was found to be affordable. The interviewees indicated that traditional advertising methods such as television and radio commercials, banner advertisements, print placements and participating in promotional events were found to be costly for their businesses besides creating monotony in a highly competitive media. Using social media saved the Company a lot of costs as this strategy was free for the company to sign up for popular social media networks, so was found to be an affordable way to promote the company's products and services, while building relationships with Company's customers.

Another advantage accruing to KFC as a result of using social media as an innovative new market entry strategy over other strategies included accessibility to a large audience. As opposed to advertising on a website or in a magazine where the Company gets limited access to space, social media sites gave the Company access to a large audience who chose to "like" or "follow" KFC's business and its updates. The Company did this on facebook, LinkedIn and YouTube videos.

The interviewees also indicated that social media strategy was instant and interactive. Whether the KFC was advertising in a magazine or on a website, it would have required that the Company waits for weeks or months before their advertisement could run in the publication. However, with social media, KFC was able to announce a sale or special event as soon they finalized plans and felt it was appropriate.

Social media gave the Company the ability to share information, such as blog posts, tips and ideas and coupons instantly. At the same time, If KFC wanted to find out which meals on their menu that customers liked the best, they only had to have customers join their network of friends and they could make their contributions in an interactive manner. The customer can comfortably ask a question and watch how quickly the Company's fans and followers reach out to give you their responses and experiences. The respondents indicated that customers could even leave messages on the company's page if they have a customer service concern. Social media strategy enabled KFC in providing customers with assistance on-the-spot hence increasing customer satisfaction as they felt that the Company cared for them.

The interviewees also indicated that social media increased customer loyalty. The interviewees indicated that whenever customers felt like they had a way to access the Company if they had questions and felt like KFC genuinely cared about their opinions, they become more loyal to the Restaurant's brand. Social media strategy let KFC develop ongoing relationships with their fans and followers each time they posted, shared or responded to a status update or video.

#### **4.5 Drawbacks Faced by Kentucky Fried Chicken as a result of using the social media as an new market entry strategy**

The study sought to establish the drawbacks that KFC could have faced in the usage of social media strategy in entering the Kenyan market. From the responses provided by the interviewees' the study established that the Restaurant faced the challenge of wrong online brand strategy could put the Restaurant at a viral social disadvantages and may even damage the Restaurant's reputation. The interviewees indicated that when the Restaurant makes a mistake offline, it stands to benefit as only a few people will know but when it makes a mistake in front of hundreds or thousands of you online audience, most of them will know hence the Restaurant faced a reputation risk following the adoption of this strategy.

The interviewees also indicated that using social media for marketing and advertising was more time consuming than other strategies because the Restaurant had to employ several staff and train them on how to interactive with customers on the social media. As much as the platform connected the brand with many potential and current customers, the cost of maintaining staff on fulltime basis for 24 hours and seven days a week proved to be more time consuming. The management too had to invest their personal time in assessing the performance of the social media.

The interviewees further indicated that in order to get social media's full effect, KFC needed to understand how social media worked, when and which channels to focus on depending on the Restaurants end goal of using social media. This required the Restaurant to prepare in advance on how to launch this communication platform..

#### **4.6 Extent to Which the Market Share of Kentucky Fried Chicken Had Been Influenced by the Use of Social Media as a Market Entry Strategy**

The interviewees were requested to indicate the extent to which the market share of the Restaurant had been influenced by the use of social media as a market entry strategy. The responses indicated that through using social media platform, the Restaurant was able to inform its potential customers of their entering the Kenyan market before opening up their doors for business. This enabled the potential customers to get first hand witness and testimony from satisfied customers of the quality of service in food and beverages they were to enjoy following the launch of Restaurant. This increased the appetite for Kenyan customers to taste the foods from KFC to believe what they had been told. This provided the Restaurant with a ready customer base when they opened their doors for trade.

The interviewee also indicated that through use of social media platform, the Restaurant was able to claim a huge share of the market from the already existing restaurants. The number of customers visiting the Restaurant kept increasing leading to a sizeable customer base. This also prompted the Restaurant to start thinking of opening other branches as opposed to one branch.

#### **4.7 Extent to Which Social Media Reached the Target Market**

The interviewees were asked to indicate the extent to which social media had reached the target market. From their responses, the study noted that the social media had been very effective as it enabled the Restaurant reach out to its potential customers even prior to putting up advertisements in the media of their intention to enter the Kenyan market. This

provided the Restaurant with the much needed goodwill and acceptance among the Kenyan customers. This also provided the Restaurant with a soft landing spot when they launched.

In addition, the interviewees indicated that the social media had been effective as measured by the number of customers who engaged in constructive discussions with the Restaurant. The interviewees reported that the information collected from their customers through social media was huge and constructive. This has also helped the Restaurant in shaping and customizing its services delivery to its customers. The interviewees indicated that through social media, the customers had gotten a platform where they would air their levels of satisfaction with the services provided.

#### **4.8 How KFC utilized social media as an innovative market entry strategy into the untapped market**

The interviewees were asked to indicate the ways in which KFC had utilized social media in entering untapped markets. From the responses collected, the interviewees indicated that through social media, the Restaurant was able to connect with the potential customers. This acted as a feasibility study which helped the Restaurant in assessing the kind of reception they would receive on launching. Through social media, the Restaurant had been able to create a link and estimate the expectations of its customers hence develop products specifically tailored to them. This promoted customer satisfaction levels and loyalty on the KFC brand.

The interviewees also indicated that through social media, the Restaurant got informed of other existing new markets that it can consider launching its brands. As opposed to setting out to look for untapped markets, KFC was able to learn of existing untapped



markets from their wide customer base who were evenly distributed across the world. This saved the Restaurant some research and development costs as the Restaurant commissioned feasibility studies with clear indication of what they would expect from a given targeted market.

#### **4.9 Influence of Social media on KFC's brand image in untapped markets**

The study sought to establish the impact social media had on the brand image of KFC. From the responses collected, the study established that social media portrayed the Restaurant as innovative and daring to walk the path that many companies had kept off. However, the interviewees indicated that this came at cost because as discussed earlier, social media runs a great reputation risk following the huge number of people who have access to the company database. A small mistake if not well handled, can destroy a long time brand image that had taken too long to build.

Further, the interviewees indicated that following the adoption of social media as a communication platform, the brand image of the company was improved. At first, many individuals started talking about it which increased the levels of awareness of the Restaurant's image. The level of awareness of the Restaurant went up as more and more customers sought to verify this for themselves.

#### **4.10 Role of Social Media in building Competitive advantage**

The study sought to establish how Social media gave KFC a competitive edge over their competitors. From the respondents' answers, the study established that social media had given KFC a huge competitive advantage of its competitors. First, the interviewees indicated that KFC was able to cut down its marketing costs drastically and reduce the waiting time between the development of marketing information and the time it took for

the information to reach to its customers. As compared to advertising in the print and TV media, the social media was instant hence eliminating the waiting period. In addition, KFC saved on marketing and advertising costs as social media offered a relatively cheaper option for reaching out to customers.

In addition, KFC benefited from increased effectiveness and effects of the social media. As opposed to print and television media where there are crowded advertisements, the social media offered KFC a chance to interact directly and in live conversation with their customers hence increasing the impact of the message. In addition, social media eliminated chances of misinterpretation because in case of any misunderstanding of any part of information, the staff were available to rectify immediately on real time.

#### **4.11 Further innovations on social media for an increased market share for KFC**

The study sought to establish what else KFC can do to increase its market share through the use of social media. The respondents indicated that KFC needed to subscribe to other websites where they can present links to their website. This would offer customers having little information about KFC to visit KFC's website hence get to learn more about the Restaurant and its offers. The interviewees indicated that this was already being explored so that their presence could be felt.

The interviewee also indicated that KFC was considering putting up billboards to complement their social media platform. However, the interviewees were quick to point out that they resort to this specifically to increase their awareness to among non internet and non social media users. This was important because KFC realized that not all people were using the social media hence need to reach out to them and convert them into

customers. This was an important strategy to help the Restaurant in consolidating its market share.

## **CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **5.1 Introduction**

This chapter presented the summary of key data findings, conclusions drawn from the findings highlighted and recommendations that were made. The conclusions and recommendations drawn were in quest of addressing research objectives of establishing the social media as an innovative new market entry strategy into Kenya using a case of Kentucky Fried Chicken.

### **5.2 Summary of the Findings**

All the targeted interviews responded by scheduling and attending the interview thus giving a response rate of 100%. The interviewees worked as restaurant manager, country marketing director, commercial manager and operations manager. KFC managed its corporate social media tools internally, with a cross-functional team. KFC considered a number of entry strategies into the Kenyan market. First, the Restaurant considered forming a strategic alliance with a well established restaurant in Kenya. KFC used social media in entering in new markets to a very great extent hence its choice for the Kenyan market.

There were many advantages accruing to the organization. First, using social media was found to be affordable. The interviewees indicated that traditional advertising methods such as television and radio commercials, banner advertisements, print placements and participating in promotional events were found to be costly for their businesses besides creating monotony in a highly competitive media. Another challenge included accessibility to a large audience as opposed to advertising on a website or in a magazine

where the Company gets limited access to space, social media sites gave the Restaurant access to a large audience who chose to "like" or "follow" KFC's business and its updates. Social media strategy was instant and interactive. Whether the KFC was advertising in a magazine or on a website, it would have required that the Restaurant waits for weeks or months before their advertisement could run in the publication. Social media increased customer loyalty. The interviewees indicated that whenever customers felt like they had a way to access the Company if they had questions and felt like KFC genuinely cared about their opinions; they become more loyal to the Restaurant's brand. The Restaurant faced the challenge of wrong online brand strategy could put the Restaurant at a viral social disadvantages and may even damage the Restaurant's reputation. Using social media for marketing and advertising was more time consuming than other strategies because the Restaurant had to employ several staff and train them on how to interactive with customers on the social media. KFC needed to understand how social media worked, when and which channels to focus on depending on the Restaurants end goal of using social media.

Through using social media platform, the Restaurant was able to inform its potential customers of their entering the Kenyan market before opening up their doors for business. Through use of social media platform, the Restaurant was able to claim a huge share of the market from the already existing restaurants. The number of customers visiting the Restaurant kept increasing leading to a sizeable customer base. Social media enabled the restaurant to create a link and estimate the expectations of its customers hence develop products specifically tailored to them. Social media also portrayed the Restaurant as innovative and daring to walk the path that many companies had kept off. Following the

adoption of social media as a communication platform, the brand image of the company was improved. At first, many individuals started talking about it which increased the levels of awareness of the Restaurant's image. KFC was able to cut down its marketing costs drastically and reduce the waiting time between the development of marketing information and the time it took for the information to reach to its customers.

### **5.3 Conclusions of the Study**

From the findings discussed in chapter four and summary presented above, this study draws the following conclusions: First, KFC successfully used social media in entering the Kenyan market. Through social media, KFC was able to get in touch with potential customers online. These customers acted as ambassadors of the KFC brand and talked more about it hence giving the Restaurant an easy time during the launch.

The study also concludes that through social media, KFC was able to reach a large audience in real time. This expanded the reach of KFC's messages and offers hence increased market share. Through social media, KFC was able to cut down its marketing and advertising costs hence increased profitability.

The study also concludes that through social media, KFC was able to reach its customers with messages instantly and at a reduced cost. As compared to using the crowded print and television media, social media offered KFC a platform for real time interaction with customers where customers participated in what the Restaurant offered.

### **5.4 Limitations of the Study**

Being that this was a case study on one institution the data gathered might differ from the social media as an innovative new market entry strategy into Kenya. This is because

different institutions adopt different strategies that differentiate them from their competitors. In addition, the operating environment of KFC is different from any other organization hence making these findings unique to KFC and the hotel industry. The study however, constructed an effective research instrument that sought to elicit general and specific information on use of social media as an innovative new market entry strategy. The study faced both time and financial limitations. The duration that the study was to be conducted was limited hence exhaustive and extremely comprehensive research could not be carried on the social media as an innovative new market entry strategy into Kenya. The study, however, minimized these by conducting the interview at the Restaurant's only branch and offices in Kenya since it is where strategies were made and rolled out on the use of social media in connecting with customers.

### **5.5 Implications on Policy and Practice**

For the management of KFC and other organizations, the findings of this study would be used in understanding the social media as an innovative market entry strategy in their expansion strategies. They would learn from it the advantages and disadvantages of using social media in their market expansion strategies. The managers of other organization can learn the importance of using social media in the current environment where information technology is redefining the way businesses conduct themselves.

The government and policy makers at various levels of management can use the findings of this study to develop policies that would promote adoption of social marketing by companies because the policies designed, serve as guidelines in assisting the management in knowing what the procedures and policies to follow when deciding to adopt social media marketing strategies.

Researchers and academicians should make use of this study as a basis upon which further studies on use of social media as a new market entry strategy could be researched. The findings should contribute to professional extension of existing knowledge on the use of social media as a new market entry strategy and generally in marketing.

### **5.6 Suggestions for Further Research**

This study focused on the social media as an innovative new market entry strategy into Kenya. The study recommends that further research should be done on new market entry strategies adopted by other institutions in their quest to expand to the whole East African Community country members. For example, a study to explore the market expansion strategies by commercial banks to the East African market would add to this information and help in providing a general idea of the effectiveness of new market entry strategies.

The study further recommends that another study may be done to investigate factors that influence the adoption of social media strategy among organization. This will help develop a generalization on why companies decide to use social media in their marketing activities..



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## **APPENDICES**

### **Appendix I: Letter of Introduction**

## **Appendix II: Data Collection Letter from the University of Nairobi**

### **Appendix III: Interview Guide**

**NB:** The information provided will be treated confidentially and will purely be used for academic purposes

1. In which department do you serve at Kentucky?
2. What other market entry strategies are you currently using at Kentucky?
3. To what extent does Kentucky fried chicken use social media as a market entry strategy? explain
4. Outline any advantages of using social media as an innovative new market entry strategy over the other market entry strategies
5. Highlight any drawbacks that Kentucky fried chicken face as a result of using the social media as a new market entry strategy
6. To what extent has the market share of Kentucky Fried Chicken been influenced by the use of Social media as a market entry strategy?
7. To what extent do Social media reach your target market?
8. How does Kentucky fried chicken utilize the social media as an innovative market entry strategy into the untapped market?
9. How has Social media enhanced KFC's brand image in untapped markets?
10. Explain how Social media give you a competitive edge over your rivals?
11. Suggest further innovations that can be done to the use of social media as a new market entry strategy in order to realize a larger market share for KFC.

#### **Appendix IV: List of Fast Food Restaurants in Kenya**

1. Debonairs
2. Galitos
3. Kenchic
4. Chicken Inn
5. Pizza Inn
6. Kentucky Fried Chicken
7. Java
8. Savannah
9. Steers
10. Wimpy
11. Creamy Inn
12. Bakers Inn & Vasilis

**(Source: Kenya Association of Hotelkeepers and Caterers, 2012)**