



Ashesi University

The Impact of Digital Marketing on Consumer Purchase Behaviour:
A Case Study of Fan Milk PLC

By

Rita Komla Wilson

Undergraduate dissertation submitted to the Department of Business Administration,
Ashesi University, in partial fulfilment of the requirements for the award
of Bachelor of Science Degree in Business Administration.

Supervised by: Dr. Josephine Djan

April 2021

DECLARATION

I hereby declare that this thesis is my original work and that no part of it has been presented for another degree in this university or elsewhere.

Candidate's Signature:

Candidate's Name: Rita Komla Wilson

Date: 27/04/2021

I hereby declare that the preparation and presentation of this thesis were supervised in accordance with the guidelines on supervision of theses established by Ashesi University.

Supervisor's Signature:

Supervisor's Name: Dr. Josephine Djan

Date: 27/04/2021

ACKNOWLEDGMENT

First and foremost, I would like to express my profound gratitude to the Lord God Almighty, who gave me the strength and the ability to start and finish this dissertation successfully. My sincere appreciation also goes out to my supervisor Dr. Josephine Djan for her immense support, guidance and constructive feedback throughout this dissertation.

I would like to thank Mr. Kofi Ayeh Akrofi of Social Ghana and Mr. Abdul-Razak Suleman of Fan Milk PLC for their support and cooperation. My final gratitude goes out to all my friends and family for their love and support, which kept me going throughout this process. God richly bless you all.

ABSTRACT

The global nature of communication, as we know it, has evolved over the years. As such, many companies in recent times have resulted in using digital marketing to reach their customers. Social media marketing is an element of digital marketing and has become one of the most used elements in recent times, and as such, its impact must be determined. This research focused on Fan Milk PLC and sought to examine how the digital marketing campaign embarked on by Fan Milk PLC has impacted its actual sales figures, profitability, and business growth. Using the Balanced Social Media Scorecard, this study employed a mixed-method approach using semi-structured interviews, observations, and online surveys and the data was analysed thematically under three main themes; awareness, engagement, and purchase behaviour. The thematic analysis showed that the various engagement activities employed for the campaign included online promotions, challenges, posters, and videos and the best integration of communication mediums for ultimate interaction for Fan Milk PLC's campaign are Instagram and Twitter. Additionally, a quantitative analysis of the hypothesis was conducted using the Pearson Correlation Test to measure the correlation between *digital marketing activities* and improved *sales figures*. The result obtained revealed a low negative correlation of -0.349 between digital marketing activities and sales figure. The result also revealed that there was no statistically significant correlation between the two variables (p-value of 0.565).

Keywords: Digital Marketing, Social Media Marketing, Fan Milk PLC, Social Ghana

LIST OF FIGURES

<i>Figure 1.</i> Balanced Social Media Scorecard.....	17
<i>Figure 2.</i> Responses for Request for Consent.....	26
<i>Figure 3.</i> Gender of Respondents.....	27
<i>Figure 4.</i> Age Range of Respondents.....	28
<i>Figure 5.</i> Consumers of Fan Milk PLC as Respondents.....	29
<i>Figure 6.</i> Consumers who have seen Fan Milk PLC Advertising Content Online.....	30
<i>Figure 7.</i> Influence of Advertising Content on Next Purchase Decision.....	37
<i>Figure 8.</i> Pearson's Correlation Coefficient.....	39
<i>Figure 9.</i> Pearson's Correlation Test of Hypothesis.....	39
<i>Figure 10.</i> Researcher's Balanced Social Media Scorecard for Fan Milk PLC.....	41

LIST OF ABBREVIATIONS

MSMEs – Micro Small and Medium-Sized Enterprises

HBBs – Home-Based Businesses

KPIs – Key Performance Indicators

BSC – Balanced Scorecard

RoI – Return on Investments

DEFINITION OF TERMS

Digital Marketing - Digital marketing can be defined as the utilisation of electronic media to promote products or services in a market (Yasmin, Tasneem & Fatema, 2015).

Social Media Marketing - Social Media Marketing is “a social and managerial process by which individuals and groups obtain what they need and want through” (Kotler, Bowen, & Makens, 2006, p.30 as cited in Chan & Guillet, 2011, p. 347).

Social Media – Social Media is “a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content” (Kaplan & Haenlein, 2010, p. 61, as cited in Kaplan, 2015, p. 197).

Key Performance Indicators - Financial and non-financial measures that organisations use to assess how successful they were in achieving long-lasting goals (Velimirović, Velimirović & Stanković, 2011).

Balanced Scorecard - The Balanced Scorecard “translates an organisation’s mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system” (Kaplan & Norton, 1996, p. 18).

Engagement - A brand’s ability to continuously communicate and receive feedback with its target audience through various activities to create meaningful interactions over time (Driskill, 2021).

Purchase behaviour - Refers to the “attitude or actions that consumers display in searching for, purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs” (Schiffman & Kanuk, 1994, p.7, as cited in Hamann, Williams & Omar, 2007, p.99).

TABLE OF CONTENTS

DECLARATION	II
ACKNOWLEDGMENT	III
ABSTRACT	IV
LIST OF FIGURES	V
LIST OF ABBREVIATIONS	ERROR!
BOOKMARK NOT DEFINED.	
DEFINITION OF TERMS	VVII
CHAPTER 1: INTRODUCTION	1
1.1 Introduction.....	1
1.2 Background.....	2
1.3 Problem Statement.....	3
1.4 Research Questions.....	4
1.5 Research Objectives.....	5
1.6 Significance of the Study.....	5
1.7 Purpose of the Study.....	6
1.8 Methodology.....	6
1.9 Organization of Study.....	6
CHAPTER 2: LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2 Digital Marketing.....	8
2.3 Social Media Marketing as an element of Digital Marketing.....	8
2.3.1 <i>Social Media Sites and Usage by Businesses</i>	9
2.3.2 <i>Social Media Sites and Usage by Businesses During COVID 19 Pandemic</i>	11
2.3.3 <i>Advantages and Disadvantages of Social Media Marketing</i>	12
2.4 Conceptual Framework.....	14
2.4.1 <i>Key Performance Indicators (KPIs)</i>	15
2.4.2 <i>The Balanced Scorecard</i>	15
2.4.3 <i>The Balanced Social Media Marketing Scorecard</i>	16
CHAPTER 3: METHODOLOGY	19
3.1 Introduction.....	19
3.2 Research Questions.....	19
3.3 Research Objectives.....	19
3.4 Research Design.....	20
3.4.1 <i>Research Variables</i>	21
3.4.2 <i>Data Sources</i>	21
3.4.2.1 <i>Semi-Structured Interviews</i>	21
3.4.2.2 <i>Observations</i>	21
3.5 Sampling Strategy.....	22
3.6 Description of Participants.....	23
3.7 Data Analysis.....	23

3.8 Ethical Concerns.....	24
CHAPTER 4: RESULTS & ANALYSIS.....	25
4.1 Introduction.....	25
4.2 Preliminary Analysis.....	26
4.2.1 Consent.....	26
4.2.2 Demographics.....	27
4.2.2.1 Gender.....	27
4.2.2.2 Age.....	27
4.2.2.3 Identification of Fan Milk PLC Consumers.....	28
4.3 Thematic Analysis.....	30
4.3.1 Awareness.....	30
4.3.1.1 Awareness of Online Consumers.....	30
4.3.1.2 Awareness of Vendors & Distributors.....	31
4.3.2 Engagement.....	32
4.3.2.1 Social Media Platforms on which Online Consumers Are most Active.....	33
4.3.2.2 Engagement Activities Seen by Online Consumers.....	33
4.3.2.2.1 Exact Platform Location of Engagement Activities seen by Online Consumers...34	
4.3.3 Purchase Behaviour.....	35
4.3.3.1 Factors that influence the behaviour of Fan Milk PLC's consumers.....	36
4.3.3.2 Effects of Engagement Activities on Purchase Behaviour.....	36
4.3.3.3 Specific Purchase Behaviour of Fan Milk PLC's Online Consumers.....	37
4.4 Further Analysis.....	38
4.5 A Balanced Social Media Scorecard for Fan Milk PLC.....	39
4.5.1 Defining a Balanced Social Media Scorecard for Fan Milk PLC.....	40
CHAPTER 5: CONCLUSION & RECOMMENDATIONS.....	43
5.1 Conclusion.....	43
5.2 Recommendations.....	43
5.2.1 Recommendations for Fan Milk PLC.....	43
5.2.2 Recommendations for Social Ghana.....	44
5.3 Limitations of the Study.....	44
REFERENCES.....	45
APPENDICES.....	52

CHAPTER 1: INTRODUCTION

1.1 Introduction

Marketing is not only about businesses advertising their products or services for sale, but it is mainly about how businesses attract and maintain relationships with their customers. Marketing is a business-wide function that dwells on trying to get targeted customers' attention (Vinothalakshmi, 2019). Traditional marketing focused on selling products, and as such, products were imposed on the market by aggressive selling and promotional activities. However, modern marketing focuses on building relationships with customers through a wide range of marketing activities (Vinothalakshmi, 2019).

Due to the Internet, the world has evolved into a very digital environment. The rise of the digital age has redefined the global nature of communication, with traditional items such as magazines and banking services going digital (Jothi, 2019). Although traditional marketing still exists in the digital age, its usage has declined (Jothi, 2019). In recent times, many companies have moved towards the trend of using digital marketing to reach their customers (Vinothalakshmi, 2019).

Digital marketing can be defined as the utilisation of electronic media to promote products or services in a market (Yasmin, Tasneem & Fatema, 2015). It includes the use of mobile phones, social media, search engines, among others. The various digital marketing elements include pay-per-click advertising, social media marketing, search engine marketing, and other marketing elements (Malik, 2017). From advertisements on social media to SMS alerts on mobile phones, these trends seem to be here for the long haul.

Digital marketing enables businesses to have an interactive means of reaching their targeted audience on a wider scope and allows for the building of direct

relationships with customers (Jothi, 2019). It also enables businesses to create offers that can be customised based on consumers' behaviors and preferences (Todor, 2016). Online content can also be changed easily based on customers' feedback (Varbanova, 2013). However, the issue with digital marketing is that a competitor can easily copy digital marketing campaigns. Also, because customers do not get to experience the product before purchasing it and may also have to make payments via electronic methods, many customers may be skeptical about buying online due to lack of trust (Todor, 2016).

1.2 Background

Social media marketing is an element of digital marketing and can be defined as "a social and managerial process by which individuals and groups obtain what they need and want through" (Kotler, Bowen, & Makens, 2006, p. 30, as cited in Chan & Guillet, 2011, p. 347). Social networking sites such as YouTube, Instagram, and Facebook have gained a lot of popularity in recent years as many spend a lot of time online sharing information about products or services as well as contacting others who may have more objective information (Kozinets, 2002).

Fan Milk PLC, the company of focus for this study, is a dairy manufacturing company in Ghana that engages in the production and distribution of dairy products and fruit drinks. For the past few years, Fan Milk Ghana PLC has embarked on a digital marketing campaign to help boost their performance with the aid of an external marketing intermediary – Social Ghana. Social Ghana is an advertising agency that focuses on social media & digital marketing, manages brands' social media platforms, develops online strategies, and manages digital campaigns and projects ("Social

Ghana”, 2020). The campaign of Fan Milk PLC mainly involves social media marketing and the use of brand ambassadors.

The agency, Social Ghana, handles all activities related to Fan Milk’s social media marketing campaign, including creating and posting content on its various social media accounts on Instagram, Facebook, and Twitter. Social media marketing provides businesses with a cost-effective avenue to market and sell their products and services, which could impact their profitability and performance (Madni, 2014). With this, a business’s social media platforms for marketing purposes must be suited to their target market to ensure that their benefits are optimised.

1.3 Problem Statement

Fan Milk PLC, for many years, had remained the most significant company in the ice-cream and fruit drink manufacturing and distribution segment of the food & beverage manufacturing industry in Ghana. However, in recent times, the competition seems to be increasing in the market (Ogyem, 2016). This prompted the company to embark on the digital marketing campaign in late 2018 to boost its profitability and performance. Competition is on the ascendency in these times as a result of the impact of technology, new and foreign brands, healthy substitute products, and consumer sophistication; this means that the sophistication trends pave the way for many forms of competition.

Social Ghana, the digital marketing agency, has complete control of all of the company’s social media platforms. The agency creates content calendars with all social media engagement activities and posts, which are sent to Fan Milk for approval before anything goes up. Currently, Instagram, Facebook, and Twitter are the three social media sites where the campaign is seriously being advanced. These social

media sites are being used as the company, and the agency has identified them as where the company's target market is active. In addition to these sites, there is also a YouTube channel for Fan Milk PLC; however, the campaign does not focus on this platform.

However, there is still uncertainty as to whether these three sites are the most appropriate for the target market, and as such, the impact of the campaign on them must be determined. The limiting of the firm's target market to these three social media handles leaves much to be desired. The sole purpose of Fan Milk's digital campaign is to boost the company's profitability and business growth and performance. As such, the determination of the impact of the campaign must be in relation to these factors. This formed the basis for the following null and alternative hypotheses:

H₀ – There is no correlation between digital marketing activities and improved sales figures and business growth.

H₁ – There is a correlation between digital marketing activities and improved sales figures and business growth.

This study sought to test these hypotheses to establish whether the increase in digital marketing has impacted sales figures. It also aimed to determine whether Instagram, Facebook, and Twitter are the most appropriate and effective sites for the digital marketing campaign.

1.4 Research Questions

This study found answers to the two questions as follows:

1. How has the increase in digital marketing campaign impacted the purchase behaviour of consumers?

2. What variety of customer engagement activities on social media has impacted consumer purchase behaviour?

1.5 Research Objectives

The objectives of this study were:

1. To examine how the digital marketing campaign embarked on by Fan Milk PLC has impacted its actual sales figures, profitability, and business growth.
2. To examine the variety of customer engagement activities on social media employed for the campaign.
3. To determine the best integrated digital marketing communication mediums for the ultimate interaction.

1.6 Significance of the Study

The world has evolved into a digital environment, and, as such, digital marketing is ever important in this age. Businesses across diverse product categories such as Fast Moving Consumer Goods (FMCG) are redirecting their marketing spending towards digital platforms (Mehra, 2012 as cited in Dahiya & Gayatri, 2018).

This study is important because it would help the management of Fan Milk PLC to be aware of the best interactive social media sites that target their customers. It would also allow other companies in the industry to be aware of the impacts of digital marketing, specifically, the impact of an increase in social media presence on their customers' purchase behaviour, which ultimately reflects in their sales figures. The study would also contribute to the existing literature on the impact of digital marketing, such as social media marketing, on businesses' profitability and performances.

1.7 Purpose of the Study

The purpose of the study was for the researcher to establish the impacts and benefits associated with an increase in digital marketing, specifically social media marketing. The researcher also sought to align skills and academic concepts to the research.

1.8 Methodology

The researcher used a mixed-method research approach that involves both qualitative and quantitative approaches. Qualitative research involves collecting and analysing non-numerical data to gather insights into a problem. Quantitative research, on the other hand, involves collecting and analysing numerical data. A benefit of using the mixed method is that it provides a better understanding of a research problem from different perspectives.

The sample population was made up of a brand manager of Fan Milk, a Fan Milk account representative at Social Ghana, customers, and consumers of Fan Milk PLC. For the qualitative aspect of the study, the researcher used observations and interviews, which were analytical and descriptive. An online survey was used to collect quantitative data. A thematic analysis was done for the qualitative aspect, while the quantitative analysis was done using IBM SPSS. A Pearson's Correlation Test was conducted for the quantitative aspect to test the hypotheses of the study.

1.9 Organization of Study

This thesis is structured under five major chapters. The first chapter is the introduction, which consists of the background of the study, the problem statement, the research questions and objectives, the significance, and purpose of the study, the methodology, and the organisation of the study. The second chapter is the literature

review, which looks at a review of existing literature on the impact of digital marketing on consumer behaviour and the profitability and performance of businesses. The methodology, which is the third chapter of the study, explains the research approach and data collection methods and the tools involved in achieving the study's research objectives. The findings and analysis make up the fourth chapter. The fifth chapter is the conclusion and recommendation, which presents a summary of the researcher's findings, conclusions, and limitations.

CHAPTER 2: LITERATURE REVIEW

2.1 Introduction

This section contains a review of literature on digital marketing, social media marketing as an element of digital marketing, social media sites, and their usage before and during the COVID 19 pandemic, and advantages and disadvantages of social media marketing. This section also contains the conceptual framework that unpins this study.

2.2 Digital Marketing

Digital marketing is a general term for the targeted, measurable, and interactive marketing of goods or services using digital channels to promote brands and boost sales (Todor, 2016). Various elements, all of which operate through digital or electronic devices, come together to form digital marketing (Yasmin *et al.*, 2015). Some of these elements include Search Engine Optimisation (SEO), email marketing, online advertising, and social media marketing. For this research, social media marketing would be the element of focus.

2.3 Social Media Marketing as an element of Digital Marketing

Chaffey (2011) notes that social media marketing involves “encouraging customer communications on the company’s own website or through its social presence” (as cited in Yasmin *et al.*, 2015). Social media marketing is an essential digital marketing element, as businesses can use social media to reach out to their target audience (Yasmin *et al.*, 2015). Social media can be defined as “a group of internet-based applications that build on the ideological and technological foundations of Web 2.0 and that allow the creation and exchange of user-generated content” (Kaplan & Haenlein, 2010, p.61, as cited in Kaplan, 2015, p. 197). Social media sites are utilised

by individuals of various ages, cultures, and educational backgrounds (Mazman & Usluel, 2010, as cited in Silva, Feitosa, Duarte & Vasconcelos, 2020). Facebook, YouTube, Twitter, and Instagram, amongst others, are examples of social media sites.

With the trend of social media marketing on the rise, many businesses have sought to investigate how social media can be helpful in promoting their products and services to potential and existing customers and consumers (Watson, Pitt, Berthon & Zinkhan, 2002). Over the past few years, businesses have changed how they have been operating online, with many businesses now hiring social media managers and analysts and separating them from traditional marketers (Ramsaran-Fowdar & Fowdar, 2013). Andzulis, Panagopoulos, and Rapp (2012) argue that using current social media platforms must be viewed as a “living, dynamic process” in businesses that require considerable devotion and monitoring. Social media provides businesses with opportunities to efficiently attract new customers and reach existing customers (Taiminen & Karjaluoto, 2015). As such, the use of social media has become crucial for users and businesses (Maecker, Barrot, & Becker, 2016).

2.3.1 Social Media Sites and Usage by Businesses

Realising its importance, some businesses quickly hopped on the trend of social media marketing (Chan & Guillet, 2011). Following this, social media seems to have gained immense popularity in the business industry. For instance, in the banking sector, many banks agree that social media has helped create an online presence, brand awareness, and engagement with other stakeholders (Tsitsi Chikandiwa, Contogiannis & Jembere, 2013). Similarly, in the U.S green industry, many small-sized firms have used social media marketing to generate higher returns in terms of increased sales for ornamental plants, lawn and garden products, and related services

(Yao, Shanoyan, Peterson, Boyer & Baker, 2018). Social media provides businesses with the possibility of presenting themselves or their products to different communities that may show interest (Roberts, 2008). There are various social media sites, and these include Instagram, Facebook, and Twitter.

Instagram is a visual-centric social media site that focuses on the sharing of images, photographs, and videos (Teo, Leng & Phua, 2019). Over the years, this social media site has gained the attention of businesses from various industries worldwide, which led to the launch of over 500,000 advertisers and numerous marketing campaigns on the site (“Hitting 500,000 advertisers”, 2020). Among the various industries that have subscribed to marketing on Instagram, the food industry is one of the most prominent ones (Kusumasondjaja & Tjiptono, 2019). Instagram allows for food to be presented in a personalised manner through the taking of photos and videos and posting of food or restaurants by users (Johnson, 2015).

Facebook is a social media site that allows users to send messages, post status updates, and share content like photos and links (“Facebook: What is Facebook?”, 2020). Things shared by users on Facebook are more public, and as such, they are usually seen by many other people (“Facebook: What is Facebook?”, 2020).

Facebook enables firms to run promotions for products and services and explore new opportunities (Yasmin *et al.*, 2015). It also provides an avenue for targeting adverts, precisely toward demographics, and this has turned the social media site into an advertising means for small, medium, and large businesses (Yang, Kim & Dhalwani, 2007). Some features of Facebook, such as pages, groups, photos, and notes, also allow businesses to share information about their products and services and interact with customers about changes to products or get feedback from customers (Bullock & Agbaimoni, 2012).

Twitter is also a social media site that allows users to exchange content such as short sentences about topics, individual images, or video links (Kaplan & Haenlein, 2011). Twitter is used to discuss trivial issues and is also a channel for serious topics such as politics. In recent times, politicians and political institutions have employed Twitter for campaigning, spreading information about political events, and stating their opinions (Golbeck, Grimes & Rogers, 2010). Many local U.S. news organisations also use Twitter as an additional source of information for their work and as another means of news circulation (Kaplan, 2015). Considering its wild popularity and potential, Twitter is a valuable tool for promoting a firm's products or services to increase its brand awareness and visibility (Yasmin *et al.*, 2015).

2.3.2 *Social Media Sites and Usage by Businesses During COVID 19 Pandemic*

The COVID-19 pandemic, which was officially recognised as a pandemic in March 2020, has significantly impacted the global economy and changed businesses' operations as we know it ("Global Economic Prospects", 2020). Mitigation measures, such as lockdown, which were put in place to curb the spread of the disease, led to various businesses having to either close down for the interim or offer their services remotely (Ratten, 2020). With this change came the increase in usage of social media marketing by businesses. Many businesses hopped on various social media sites to keep their customers engaged, as these sites were extremely active during the COVID-19 lockdown period (Gogia & Nanda, 2020). In Italy, due to the lockdown, state museums increased their online activities and began using Facebook, Instagram, and Twitter as means to spread the culture by posting virtual tours, descriptions of artwork, as well as setting quizzes and running treasure hunts (Agostino, Arnaboldi & Lampis, 2020).

During the COVID-19 pandemic, the pharmaceutical industry in Spain also adopted a social marketing strategy to manage communication, where pharmaceutical professionals circulate and create content based on scientific knowledge on Instagram (González Romo, Iriarte Aguirre & Garcia Medina, 2020). Joseph, Tulung, and Wangke (2020) report that many Micro Small and Medium-Sized Enterprises (MSMEs) in Manado used social media marketing, specifically on Instagram, to maintain their performance during the lockdown period. Research by Saleh (2020) also reports that many Home-Based Businesses (HBBs) in the entertainment and game sector in Kuwait City used Instagram to connect with business partners and customers and recorded positive profits during the lockdown period.

2.3.3 Advantages and Disadvantages of Social Media Marketing

One of the main advantages of social media marketing is cost-related. Most social media sites can be accessed freely, even for business use, making their financial constraints lower than other marketing forms. This enables businesses to run low-budgeted social media marketing campaigns (Nadaraja & Yazdanifard, 2013). Social media marketing provides businesses with the ability to reach out to more people by making their presence felt on social media sites through the upload of pictures of their products and services (Kennedy, 2016, p.17). This ability leads to more advantages for businesses. After reaching out to more people, these businesses can also interact with existing and potential customers and business partners, helping them establish a good connection with their customer and partner base (Kennedy, 2016, p.17).

Social media provides businesses with the ability to analyse and use users' data and feedback to target audiences and consumers (Gurau, 2008). Social media also provides businesses with an opportunity to understand how their customers behave by

monitoring the comments that customers might post, giving them an insight into their customers' personalities and what they think of the business (Kennedy, 2016, p. 20).

With this, social media marketing allows businesses to successfully reach the individuals who are most interested in what they are offering (Hill, Provost & Volinsky, 2006, as cited in Nadaraja & Yazdanifard, 2013). Social media also enhances the globalisation of a business's brand and allows the business to increase its brand loyalty (Kennedy, 2016, p.18). The increase in brand loyalty is attained through constant communication with potential customers to ensure they have more confidence in the businesses' brand, pushing them to always choose the brand (Brunner, 2017).

Despite the advantages of social media marketing, this element of digital marketing also poses some challenges. It is inaccurate to assume that social media marketing is free as it requires a significant time investment, which is an essential resource for business (Brunner, 2017). Social media marketing requires that firms have personnel responsible for managing and monitoring all activities, such as interacting with customers through comment sections and posting product information (Bullock & Agbaimoni, 2012). Social media marketing also gives unhappy customers or competitors room to make negative post responses, damaging to campaigns (Cheung, Lee, & Thadani 2009, as cited in Nadaraja & Yazdanifard, 2013).

Businesses have no control over these occurrences and cannot ignore them no matter how non-constructive they may be. Social media marketing campaigns must be managed effectively to neutralise derogatory posts immediately (Hennig-Thurau, Gwinner, Walsh & Gremler, 2004).

Social media marketing also presents businesses with some difficulties in sorting out the impacts of various social media marketing process elements on consumer

behaviour (Bloom & Novelli, 1981). This is because consumer behaviour tends to be complicated and, as such, makes it difficult to conclude that one or two factors may have been responsible for how consumers behave (Bloom & Novelli, 1981).

Businesses also face difficulties in determining how to measure the effectiveness of their social media marketing campaigns (Nadaraja & Yazdanifard, 2013). As typical quantitative objectives are stated in terms of profitability or market share, the objectives may be vaguely stated with social media marketing, making it difficult to extract the measures of the effectiveness of these objectives (Helmig & Thaler, 2010).

2.4 Conceptual Framework

Despite the increase in social media marketing usage, it is still challenging to find a standardised framework for the measurement of the success of social media campaigns. In the absence of a standardised framework, businesses often resort to using Key Performance Indicators (KPIs) and Return on Investments (RoI) to measure the successes of their campaigns (Ray, 2010). Although measuring the financial returns of campaigns is essential, other vital measures associated with the success of social media marketing campaigns cannot be ignored. The Balanced Scorecard, which monitors business impact from four perspectives: financial, customer, internal processes, and learning and growth, is the best way to measure the success of social media marketing campaigns (Ray, 2010). For this study, the Balanced Social Media Marketing Scorecard proposed by Ray (2009) would be modified to include KPIs. This framework would be the conceptual framework underpinning this study.

2.4.1 Key Performance Indicators (KPIs)

Key Performance Indicators (KPIs) are financial and non-financial measures that organisations use to assess how successful they were in achieving long-lasting goals (Velimirović, Velimirović & Stanković, 2011). An organisation usually uses KPIs to analyse key factors for success of an activity and also to understand the trend of performance in the business (Alberghini, Cricelli & Grimaldi, 2014). Concerning social media marketing, KPIs are specific to organisations; however, KPIs generally allow the measurement of success indicators such as brand awareness, reach, influence, and advocacy (Croitoru, Nițu & Nițu, 2014).

2.4.2 The Balanced Scorecard

The Balanced Scorecard (BSC) “translates an organisation’s mission and strategy into a comprehensive set of performance measures that provides the framework for a strategic measurement and management system” (Kaplan & Norton, 1996, p. 18). The scorecard measures performances across four perspectives: financial, customer, internal processes, and learning and growth (Kaplan & Norton, 1996). The financial perspective focuses on how a firm would perform well financially and, subsequently, how a firm will appear to its shareholders since its main objective is to create and maximise its shareholders’ value (“Balanced Scorecard Basics”, 2020). The customer perspective focuses on performance objectives related to customers and the market and influences a firm’s strategy to improve customer service and satisfaction (“The Four Perspectives in a Balanced Scorecard”, 2020). The internal process perspective evaluates the efficiency and quality of key business processes that a firm uses to provide value to customers (“Balanced Scorecard Basics”, 2020). The learning and growth perspective focuses on how a firm can

improve the first three measures to ensure it achieves its future potential and keeps ahead of its competitors (“The Four Perspectives in a Balanced Scorecard”, 2020).

The Balanced Scorecard presented by Kaplan and Norton has been used in various instances to evaluate firm performance, with some firms sticking to the original layout and others tweaking it a bit. For instance, research by Wisniewski & Dickson (2001) uses the scorecard to measure the performance of public sector organisations, Dumfries and Galloway Constabulary. However, the scorecard was tweaked to fit the public sector, and the perspectives were renamed. Research by Chan (2009) also uses the scorecard to measure the Malaysian construction industry’s performance by sticking to the scorecard’s original layout. Consequently, Villaespesa (2015) sought to identify a performance measurement framework that will help museums establish a set of measures and tools required to carry out evaluations of their social media presence. In this research, however, only two of the original perspectives were used in this adaption, and a new perspective fit for the museum industry was included. Similar to some of these cases, the balanced scorecard would be tweaked to fit the purpose of this study.

2.4.3 The Balanced Social Media Marketing Scorecard

Social media marketing provides businesses with a wide range of quantitative and qualitative benefits that are useful in the short term and long term (Ray, 2010). In using the balanced social media marketing scorecard to measure the success of social media marketing campaigns, businesses must ensure that their objectives, targets, and strategies are aligned across the four perspectives: financial, digital, brand, and risk management (Ray, 2010). The financial perspective measures the impact of social media engagement activities on sales. Here, the financial objectives and metrics set

for the social media marketing campaign are evaluated. The digital perspective measures the gains of a business in owned media such as company websites, social media pages or blogs, and earned media such as the mentions the business receives on social media sites, third-party blogs, or forums (Ray, 2010). The brand perspective validates social media marketing results based on the brand-related objectives set for the campaign to measure the impact on consumer perception (Ray, 2010). The risk management perspective focuses on measuring unforeseen negative returns on social media investment, such as the costs of public relations issues and different social media crisis scenarios (Ray, 2010).

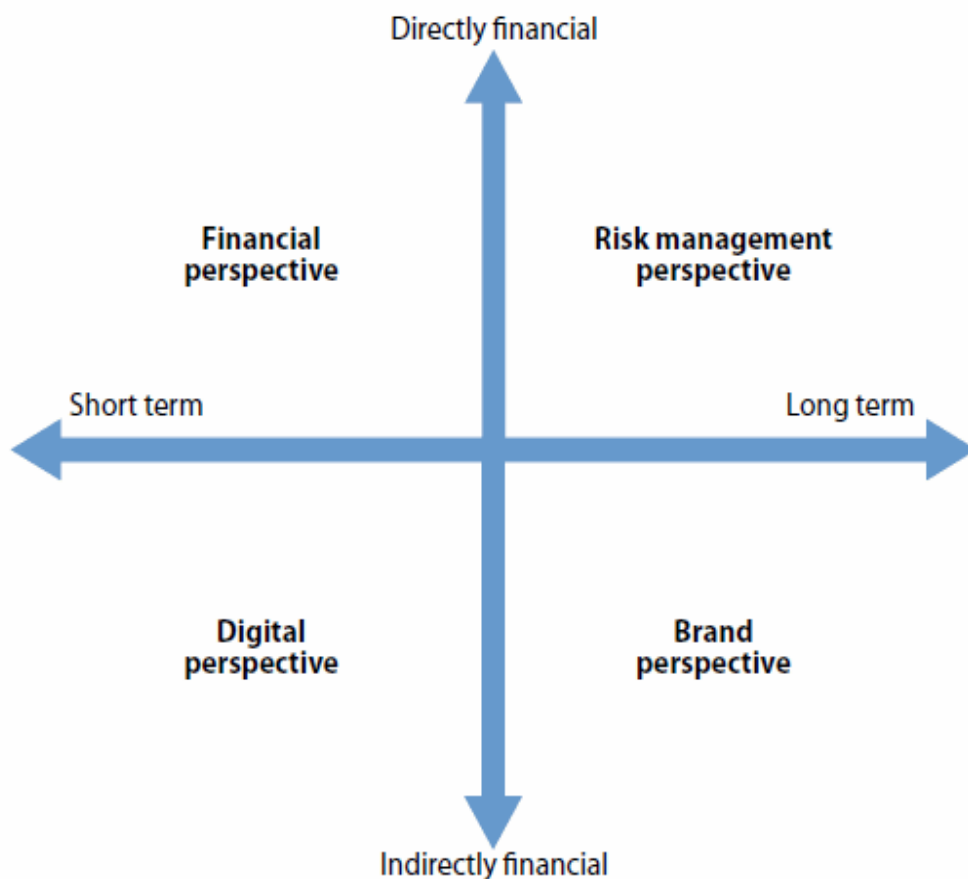


Figure 1. Balanced Social Media Scorecard

Source: (Ray, 2010)

Although the framework contains four perspectives, businesses are at liberty to pick two or three perspectives to work with (Ray, 2010). For this study, the financial, brand, and digital perspectives were the focus. These three perspectives allow for a wholesome evaluation of Fan Milk PLC's social media marketing campaign. Each perspective consists of specific KPIs in conjunction with the various objectives set for the perspectives.

CHAPTER 3: METHODOLOGY

3.1 Introduction

The aim of this study is to examine how the digital marketing campaign embarked on by Fan Milk PLC has impacted its actual sales figures, profitability, and business growth, examine the variety of customer engagement activities on social media employed for the campaign and determine the best integrated digital marketing communication mediums for the ultimate interaction. This chapter explains the research design, the methods, and tools used to collect and analyse the data gathered for the study. The chapter also discusses the data sources, sampling techniques, research instruments, and variables employed in this study. Moreover, it presents data which was used for the analysis of the null and alternate hypotheses which are;

H₀ – There is no correlation between digital marketing activities and improved sales figures, and business growth.

H₁ – There is a correlation between digital marketing activities and improved sales figures, and business growth.

3.2 Research Questions

This study found answers to the two questions as follows:

1. How has the increase in digital marketing campaign impacted the purchase behaviour of consumers?
2. What variety of customer engagement activities on social media has impacted on consumer purchase behaviour?

3.3 Research Objectives

The objectives of this study were:

1. To examine how the digital marketing campaign embarked on by Fan Milk PLC has impacted its actual sales figures, profitability, and business growth.
2. To examine the variety of customer engagement activities on social media employed for the campaign.
3. To determine the best integrated digital marketing communication mediums for the ultimate interaction.

3.4 Research Design

This study made use of the mixed-method approach to research. Mixed method research is an approach to research where qualitative and quantitative data are gathered and integrated into a single method to interpret and understand research problems (Creswell, 2014). Qualitative research involves understanding people's constructed meaning from various experiences (Merriam & Tisdell, 2016). This research method provides in-depth information about human behaviour by answering research questions based on people's opinions and experiences. Quantitative research, on the other hand, focuses on collecting numerical data and applying statistical methods to explain a particular issue or phenomenon (Creswell, 2014). The mixed-method approach is ideal for this study as it is aimed at gathering data on the perspectives of the various stakeholders involved to come up with constructive conclusions about the research questions and the hypotheses. The study also made use of thematic analysis to gain an in-depth understanding of relevant qualitative variables. The study made use of three data collection tools - research tools, interviews, observation, and surveys. Interviews and observation were used to collect qualitative data, whereas surveys were used to collect quantitative data from Fan Milk PLC's consumers online.

3.4.1 Research Variables

The specific research variables used for this study were awareness, engagement, purchase behaviour, and sales outputs. These variables are defined to determine the research's cause and effects and ensure that the researcher pursues the research with maximum curiosity.

3.4.2 Data Sources

This study employed both primary and secondary data. The sources of primary data were interviews, observation, and surveys. These provided the researcher with first-hand data needed for this study. This study's secondary data consisted of historical sales figures obtained from Fan Milk PLC and social media statistics for Fan Milk PLC, obtained from Social Ghana, the external social media marketing intermediary.

3.4.2.1 Semi-Structured Interviews

The interviews employed in this study were semi-structured. A semi-structured interview is a type of interview used in qualitative research where the interviewer asks interviewees a series of set but open-ended questions (Given, 2008). This type of interview allows more light to be thrown on details that interviewees deem important (Longhurst, 2003). For this study, semi-structured interviews were used for interviews with the Fan Milk account representative at Social Ghana, the brand manager of Fan Milk PLC, and customers of Fan Milk PLC.

3.4.2.2 Observations

Observation is a data collection method where the researcher submerges him or herself in the setting of respondents as he or she takes down notes or records. This

data collection method allows the researcher to get first-hand information from respondents in their natural setting. For this study, Fan Milk PLC's social media platforms were observed to take note of the variety of engagement activities employed by Social Ghana.

3.4.2.3 Online Surveys

An online survey is a data collection tool where a set of questions is sent out to a target sample to respond to over the Internet. This data collection tool allows the researcher to enjoy high response rates as the target audience is reached faster with this tool. For this study, an online survey was used to obtain quantitative data from the consumers of Fan Milk PLC online.

3.5 Sampling Strategy

The sample population was made up of a Fan Milk PLC brand manager, a Fan Milk account representative at Social Ghana, customers, and consumers of Fan Milk PLC. Customers refer to those who purchase Fan Milk's products with the intention of resale, that is, the distribution agents and the vendors on the streets. Consumers, on the other hand, are the final end-users of Fan Milk's products.

The sample size was 255 people consisting of 1 Fan Milk brand manager, 1 account representative at Social Ghana, 18 customers, and 235 consumers of Fan Milk PLC. The sampling methods used include convenience sampling, purposive sampling, and snowballing sampling. Convenience sampling was used to obtain the vendors for the sample. Purposive sampling was used for the distribution agents, brand managers, and account representatives. This is because the researcher sought to have a sample with vast knowledge about the company of focus, Fan Milk PLC.

Snowballing sampling was used to obtain the online consumers for this study's sample.

3.6 Description of Participants

The participants involved in this study included a Fan Milk brand manager, a Fan Milk account representative at Social Ghana, customers, and consumers of Fan Milk PLC. The brand managers of Fan Milk are the employees of the company who are in charge of all brand-related affairs. The account representatives are Social Ghana employees who are in charge of all the affairs concerning Fan Milk PLC's digital marketing campaign. The customers refer to those who purchase Fan Milk's products with the intention of resale, that is, the distribution agents and the vendors on the streets. Consumers, on the other hand, are the final end-users of Fan Milk's products.

3.7 Data Analysis

The data collected for this study were analysed using the mixed method approach. For the qualitative analysis, a thematic analysis was used to identify, analyse, and interpret patterns of meaning within the qualitative data to be collected. Furthermore, a quantitative analysis of the hypotheses and qualitative data collected was done using the Pearson Correlation Test to measure the correlation between the research variables and statistically analysed using the IBM Statistical Package for the Social Sciences (SPSS).

$$r = \frac{\sum (x_i - \bar{x})(y_i - \bar{y})}{\sqrt{\sum (x_i - \bar{x})^2 \sum (y_i - \bar{y})^2}}$$

The formula above is the Pearson Correlation function; where 'xi' is the values of the x-variable in a sample, ' \bar{x} ' is the mean of the values of the x-variable,

' y_i ' is the values of the y-variable in a sample, and ' \bar{y} ' is the mean of the values of the y-variable (Patten & Newhart, 2017).

3.8 Ethical Concerns

The Institutional Review Board of Ashesi University assessed and approved the proposal for this study and the procedures used in its conduction. Furthermore, the researcher sought the consent of all survey and interview participants and made sure to disclose their right to withdraw from any of the activities.

CHAPTER 4: RESULTS & ANALYSIS

4.1 Introduction

This section contains a thematic and quantitative analysis of the findings from the data obtained from the online survey and semi-structured interviews, which aimed at answering the research questions and testing the hypotheses. The purpose of this section was to determine the impact of digital marketing, specifically social media marketing, on the purchase behaviour of Fan Milk PLC, which ultimately translates to its sales figures and business performance.

The online survey accepted responses over a 14-day period to obtain sufficient and relevant information concerning digital marketing and consumers' purchase behaviour for the study. The researcher disseminated the online survey link to groups and individual participants on WhatsApp and Instagram, who also forwarded the link to other participants. A total of 235 respondents filled the online survey.

The results obtained from the online survey showed that 95.7% of the respondents were consumers of Fan Milk products. The results also showed that 70% of respondents who did not consume Fan Milk products actually purchase them for other people. As such, all these respondents, in their ways, provided relevant information for the study.

Over a 14-day period, a total of 20 semi-interviews were conducted with a Social Ghana representative, a brand manager from Fan Milk PLC, 10 Fan Milk distributors, and 8 Fan Milk vendors. The Social Ghana representative and brand manager from Fan Milk were each interviewed for approximately 35 - 40 minutes. The consent forms were sent to these participants via email before the interview days for their perusal and signature. With the distributors and vendors, the researcher

sought verbal consent from these participants, and each interview lasted for approximately 2-5 minutes.

4.2 Preliminary Analysis

This section examines the first two sections of the online survey, which were consent and demographics. These two sections were included to provide context to the study and determine whether respondents were Fan Milk PLC consumers.

4.2.1 Consent

Out of the 235 responses obtained for the online survey, 232 respondents, representing 98.7% of the total respondents, agreed to participate in the survey by selecting “Yes” for the question that requested their consent. This means that 3 respondents, representing 1.3% of the total respondents, did not want to participate in the survey and, as such, selected “No” for the question that requested their consent. Upon selecting “No”, these respondents were redirected to a “Thank You” page which expressed the researchers’ appreciation for the time they took off to fill the survey and then allowed them to submit the survey. Thus, a total of 232 consented respondents were surveyed for this study.

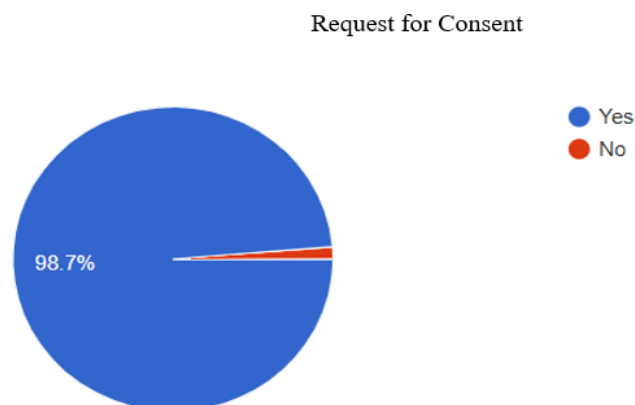


Figure 2. Responses for Request for Consent

4.2.2 Demographics

The demographic features included in the online survey for this study included questions regarding gender, age, and whether or not respondents were consumers of Fan Milk products. These features were relevant as they helped establish whether or not respondents were indeed consumers of Fan Milk PLC and determine the exact gender and age range that most of the responses represented.

4.2.2.1 Gender

Out of 232 respondents who consented to participate in the survey, 135 respondents, representing 58.2% of respondents, were males, whereas 97 respondents, representing 41.8% of respondents, were females.

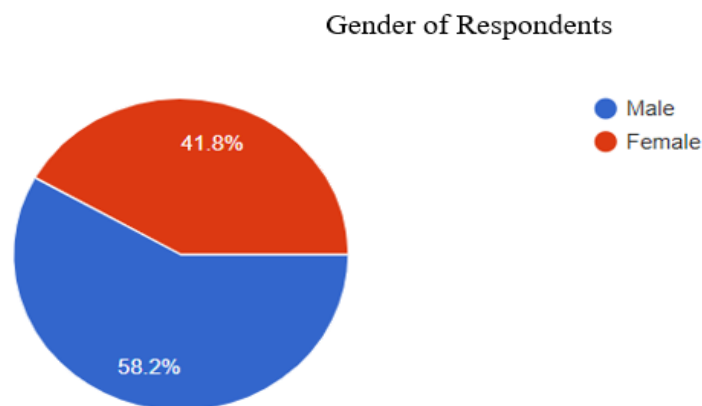


Figure 3. Gender of Respondents

4.2.2.2 Age

To determine the exact age range, the responses obtained for this study represented, the survey asked respondents for their ages. The ages were put in ranges for participants to select from the options provided. The ranges provided were between 16 – 20 years old, 21 – 25 years old, 26 – 30 years old, and above 30 years old.

Out of 232 respondents, 147 respondents, representing 63.4% of respondents, were between the ages of 21 – 25 years old. The responses obtained also showed that 46 respondents, representing 19.8% of respondents, were between the ages of 16 – 20 years old, and 21 respondents representing 9.1% of respondents, were between the ages of 26 – 30 years old. Finally, respondents between the ages of 31 – 35 years old and those above 35 years old were 10, representing 4.3 % of respondents, and 8 representing 3.4% of respondents, respectively. Requesting for the age ranges of the respondents allowed the researcher to categorise and make a general conclusion about the sentiments of the different age ranges represented in the survey regarding Fan Milk PLC's social media marketing efforts. Thus, results obtained showed that most of the responses obtained expressed the sentiments of people between the ages of 21 – 25 years old regarding Fan Milk PLC's social media marketing efforts

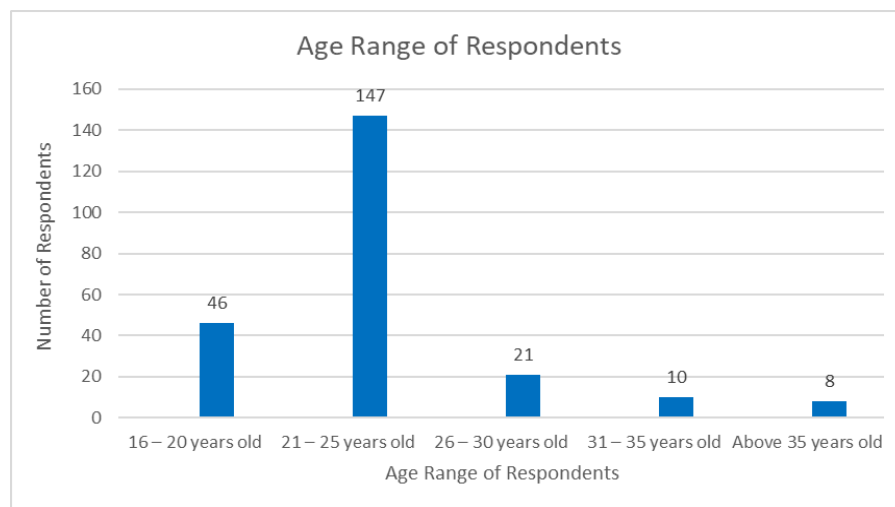


Figure 4. Age Range of Respondents

4.2.2.3 Identification of Fan Milk PLC Consumers

To ensure that respondents were indeed consumers of Fan Milk PLC and could provide information relevant to this study, the online survey included a question that asked whether or not they consume Fan Milk PLC products such as FanYogo and

FanChoco. For respondents who chose “No”, the survey proceeded to find out whether they had ever purchased it for someone else. Respondents who then chose “No” for this question were redirected to a “Thank You” page which expressed the researchers’ appreciation for the time they took off to fill the survey and then allowed them to submit the survey.

The responses obtained showed that out of 232 respondents, 222 respondents, representing 95.7% of respondents, chose “Yes,” indicating that they were indeed consumers of Fan Milk PLC. For the 10 respondents representing 4.3% of respondents who chose “No”, they were redirected to the question about purchasing Fan Milk PLC’s products for other people. Out of the 10 respondents for that question, 7 respondents, representing 70%, chose “Yes,” indicating that although they do not consume the products personally, they still purchase them and could be considered consumers of Fan Milk PLC. Thus, 229 respondents representing 98.7% of consented respondents, were consumers of Fan Milk PLC. The results obtained were vital for the study as it ensured that all sentiments and opinions gathered about Fan Milk PLC’s social media marketing were specific to its consumers and not generic consumers of FMCGs.

Consumers of Fan Milk PLC

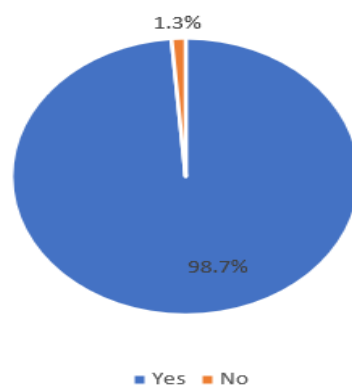


Figure 5. Consumers of Fan Milk PLC as Respondents

4.3 Thematic Analysis

This section contains a thematic analysis of the responses obtained from the online survey administered. This analysis was done under three main themes; awareness, engagement, and purchase behaviour.

4.3.1 Awareness

Although Fan Milk PLC has been embarking on its digital marketing campaign, specifically social media marketing, since late 2018, the company has not publicly announced this. As such, it would be inaccurate to assume that all consumers are aware of the digital marketing efforts that have been made so far. To determine whether Fan Milk PLC's social media contents are seen by its consumers and as such, these consumers are aware of the company's social media marketing efforts, consumers were questioned about their awareness in the online survey, while customers were questioned during the interviews.

4.3.1.1 Awareness of Online Consumers

To determine the awareness of Fan Milk PLC'S online consumers, respondents of the online survey were asked whether or not they had seen any Fan Milk PLC advertising content on the social media platforms on which they were most active. Out of the 229 respondents for that question, 174 respondents, representing 76% of respondents, chose "Yes", confirming that they had seen Fan Milk advertising content on the social media platforms on which they are active. For the 55 respondents representing 24% of respondents who chose "No", these respondents were redirected to a "Thank You" page which expressed the researchers' appreciation for the time they took off to fill the survey and then allowed them to submit the survey. Gathering information on online consumers' awareness was vital for this study as consumers' seeing and being aware of Fan Milk's social media marketing

contents serves as a prerequisite for them to engage and interact with these contents online. Results obtained revealed that a majority of respondents who were actual consumers of Fan Milk PLC had seen the company's advertising content on various social media platforms and, as such, were aware of the company's social media marketing efforts. Thus, they could engage and interact with the content they saw.

Consumers who have Seen Fan Milk PLC Advertising Content Online

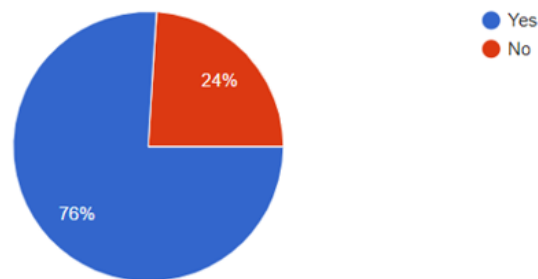


Figure 6. Consumers who have Seen Fan Milk PLC Advertising Content Online

4.3.1.2 Awareness of Vendors & Distributors

Fan Milk PLC's distribution agents and vendors are two key stakeholders of the company as they have direct contact with the consumers. These two stakeholders are the company's customers as they purchase its products with the intention of resale. To determine whether these stakeholders are aware of Fan Milk's ongoing social media marketing campaigns, they were questioned about their awareness during the interviews.

A total of 18 customers were interviewed, comprising 10 distribution agents and 8 vendors. Out of these 18 customers, only 8 of them, 7 distribution agents and 1 vendor, representing 44.4% of interviewed customers, confidently said they were aware of the ongoing campaigns and had seen advertising content online, specifically on Facebook and WhatsApp. Thus, 55.6% of interviewed customers were unaware of Fan Milk PLC's social media marketing efforts and had not seen any advertising

content online. Most vendors who were unaware explained that they were not conversant with modern technology and did not have smartphones or social media accounts.

4.3.2 Engagement

In digital marketing, engagement refers to a brand's ability to continuously communicate and receive feedback with its target audience through various activities to create meaningful interactions over time (Driskill, 2021). As such, the right variety of customer engagement activities and communication mediums need to be employed to achieve this successfully.

For this study, the researcher observed Fan Milk's social media accounts on Facebook, Instagram, and Twitter for 7 days in order to understand the various engagements employed by Social Ghana. Additionally, a Fan Milk PLC account representative at Social Ghana was interviewed to confirm the researcher's observations concerning the engagement activities. According to Social Ghana's representative, the engagement activities employed include online promotions, challenges, posters, and videos. These activities employed also doubled as advertising contents. Thus, the researcher's observations were confirmed as the same list of activities was identified.

Online consumers were also questioned about their interaction with Fan Milk PLC's engagement activities online on various social media platforms to verify if these activities were being employed on the best integration of communication mediums based on its consumers' activeness on the various social media platforms. Responses gathered from the survey revealed that these engagement activities might not have been employed on the best integration of mediums as one of the social media platforms actively employed does not seem to be very effective.

4.3.2.1 Social Media Platforms on which Online Consumers Are most Active

To determine whether the three social media platforms employed by Social Ghana were the best for targeting Fan Milk's online consumers, there was a survey about the social media platforms on which they were most active. The question required respondents to tick all the social media platforms on which they were active based on the options given. The options included Instagram, Facebook, YouTube, Twitter and WhatsApp. Out of 229 respondents, 185 chose Instagram, 165 chose WhatsApp, 138 chose Twitter, 131 chose YouTube, and 43 chose Facebook.

The results obtained confirm that two social media platforms, namely Instagram, and Twitter, actively employed by Social Ghana, allows Fan Milk consumers online to be targeted successfully. Unfortunately, Facebook, which is the third social media platform being employed by Social Ghana, does not seem to allow consumers online to be targeted successfully. Despite being the social media platform with the largest numbers of Ghanaian users, only 43 respondents out of a total of 229 respondents indicated their activeness on Facebook. Further analysis revealed that these respondents were above the age of 35 years. Furthermore, these results also show that Social Ghana could actively employ other social media platforms such as WhatsApp and YouTube as many of Fan Milk's consumers online are also active on these platforms.

4.3.2.2 Engagement Activities Seen by Online Consumers

To determine which engagement activities employed by Social Ghana were being noticed by online consumers, respondents of the survey were questioned about which exact advertising content they had seen. Out of 174 respondents who had confirmed earlier that they had seen Fan Milk PLC's advertising content on the social

media platforms on which they are active, 135 respondents chose video, and 97 respondents chose poster. 14 respondents indicated that they had seen the “Fan Ice PS5 challenge”, while 8 respondents also indicated they had seen other promotions and challenges.

These results show that the most engaging activities employed by Social Ghana are posting videos and posters on the various social media platforms. Further analysis of the results showed that most videos posted by Social Ghana are promotional based, and as such, promotions attract engagement from consumers. The results also showed that organising challenges such as the “Fan Ice PS 5” challenge appeals to younger consumers between the ages of 16 and 25 years, thus attracting meaningful interactions from such consumers.

4.3.2.2.1 Exact Platform Location of Engagement Activities seen by Online Consumers

Following respondents’ indication of which advertising content they had seen, the survey questioned where they saw these contents. This was to enable the researcher to determine the level of engagements achieved for each social media platform as well as confirm which social media platform recorded the highest engagement level. Out of 174 respondents, 113 respondents indicated seeing advertising content on Twitter, 85 respondents indicated seeing advertising content on Instagram, 33 respondents seeing on YouTube, 18 respondents seeing content on Facebook, and 14 respondents seeing advertising content on WhatsApp.

Based on the results obtained, Twitter seems to be the social media platform with the highest engagement level. Further analysis of the results showed that this position was earned due to the “Fan Ice PS 5 challenge” on Twitter. Closely behind Twitter was Instagram, which happens to be the social media platform with the most active Fan Milk PLC online consumers based on earlier analysis. This means that, in

reality, Instagram has the highest engagement levels, but this platform has not been employed vigorously enough by Social Ghana. By running more challenges on Instagram, results would show this platform earning the spot of Twitter.

Additionally, results showed YouTube and WhatsApp earning significant engagement levels. This finding is very intriguing as these social media platforms are not part of those being employed by Social Ghana for Fan Milk PLC's social media marketing. Further information obtained by the researcher showed that although Fan Milk's YouTube channel is not actively employed, some advertising videos are occasionally posted on the platform. Similarly, these videos posted on YouTube end up circulating on WhatsApp as online consumers who find these videos interesting share them with their loved ones via the platform. Thus, confirming results obtained from the survey, which showed that the exact contents seen by respondents on YouTube and WhatsApp were videos.

4.3.3 Purchase Behaviour

Purchase behaviour refers to the "attitude or actions that consumers display in searching for, purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs" (Schiffman & Kanuk, 1994, p.7, as cited in Hamann, Williams & Omar, 2007, p.99). Before consumers purchase products or services, they engage in various online and offline actions, which may influence their final decision. In addition to these actions, other factors may influence a consumer's purchase behaviour. As such, it is crucial for businesses to know the exact actions and factors that influence their consumers' purchase behaviour to make informed decisions. For this study, online consumers of Fan Milk PLC were surveyed to

determine the specific factors influencing consumer purchase behaviour and their type of buyer decision behaviour.

4.3.3.1 Factors that influence the behaviour of Fan Milk PLC's consumers.

To determine which factors influenced Fan Milk PLC's consumers, respondents of the survey were questioned about the factors which influence their decision to be active on the social media platforms they selected. The notion behind that question was that whatever factor influenced that decision would also influence their purchase behaviour. Out of 229 respondents, 180 respondents selected "social group & references", 177 respondents selected "Lifestyle & Personality", 62 respondents selected "Role & Status", and 57 respondents selected "Family". Results obtained showed that the most influencing factor in most respondents' decisions is their social groups and references. Further analysis revealed that the most common combination of answers included either "Social group & References" or "Lifestyle & Personality". Based on these results, it is safe to conclude that social and personal factors generally influence Fan Milk's online consumers' purchase behaviour.

4.3.3.2 Effects of Engagement Activities on Purchase Behaviour

The purpose of employing engagement activities is to gain direct and meaningful interactions with consumers, which, in turn, aims at influencing consumers' purchase behaviour. To determine whether the engagement activities employed have impacted the purchase behaviour of Fan Milk's consumers, the survey asked if consumers would say that the advertising content they had seen influenced their next purchase decision. Out of 174 respondents, 105 respondents, representing 60.3% of respondents, chose "No", whereas 69 respondents, representing 39.7% of respondents, chose "Yes". Thus, generally, the engagement activities employed do not

directly influence the purchase behaviour of Fan Milk's online consumers. Although these activities do not impact most respondents' decisions, further analysis of responses from the 39.7% who chose "Yes" showed that the advertising contents were informative and created awareness of the brand and its new products. Examples of such responses include "I was introduced to the new line of fan milk products through social media" and "Sometimes these advertisements remind you of the products they have, and that makes you want to purchase one".

Influence of Advertising Content on Next Purchase Decision

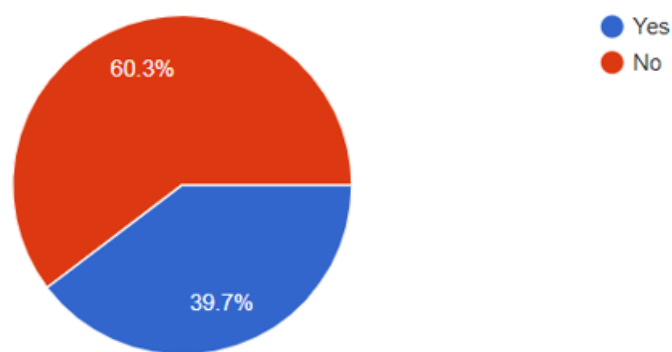


Figure 7. Influence of Advertising Content on Next Purchase Decision

4.3.3.3 Specific Purchase Behaviour of Fan Milk PLC's Online Consumers

Following the explanations given by respondents concerning the influence that advertising contents seen have on their next purchase decision, it can be concluded that consumers of Fan Milk PLC have a habitual purchase behaviour.

Consumers are said to be habitual buyers of Fan Milk products as the responses showed that some do not put much thought into their purchase decisions. This low involvement in purchase decisions means that consumers either buy what they are familiar with or what they regularly consume, which in this case is Fan Milk's products. Thus, consumers purchase based on brand familiarity. Responses such as "I have been purchasing Fan Yogo and Choco for as long as I can remember,

so the advert did not influence my buying decision even though it was a lovely advert” and “I already know the product and how it tastes, I only buy it when I want to, not because of an ad” depicts a consumer with habitual purchase behaviour.

4.4 Further Analysis

This section contains the statistical analysis of the data collected for this study. The analysis was done using the statistical software called, IBM SPSS, to generate the Correlation Test results and graphs, among other figures and tables pictorially represented in this study.

4.4.1 *The Hypothesis*

The analysis of this study’s hypothesis was done quantitatively using the Pearson Correlation Test to establish the relationship between the variables. The sole purpose of Fan Milk’s digital campaign is to boost the company’s profitability and business growth and performance. As such, the determination of the impact of the campaign must be in relation to these factors. This formed the basis for the following null and alternative hypotheses:

H₀ – There is no correlation between digital marketing activities and improved sales figures, and business growth.

H₁ – There is a correlation between digital marketing activities and improved sales figures, and business growth.

The two continuous variables tested were digital marketing activities and sales figures. The results of the test showed a correlation coefficient of -0.349, which indicates a low negative correlation between digital marketing activities and sales figures. See *Appendix D* for the data used for this calculation.

$$r = \frac{\sum(1888351000 - 377670200)(3281781 - 656356.20)}{\sqrt{\sum(1888351000 - 377670200)^2 \sum(3281781 - 656356.20)^2}} = -0.349$$

Figure 8 Pearson's Correlation Coefficient

An analysis of the significance of the test provided a result of 0.565. With Pearson's Correlation Test, the general rule of thumb is that a correlation is statistically significant if the p-value associated with the correlation is less than or equal to 0.05 (Geert van den Berg, 2018).

		Correlations	
		Digital Marketing Activities	Sales Figures Per Year
Digital Marketing Activities	Pearson Correlation	1	-.349
	Sig. (2-tailed)		.565
	N	5	5
Sales Figures Per Year	Pearson Correlation	-.349	1
	Sig. (2-tailed)	.565	
	N	5	5

Figure 9 Pearson's Correlation Test of Hypothesis

With a p-value of 0.565 for this study, it means that the correlation obtained was not statistically significant, thus failure to reject the null hypothesis. This, therefore, means that there is **no** statistically significant correlation between Fan Milk PLC's digital marketing activities and its sales figures.

4.5 A Balanced Social Media Scorecard for Fan Milk PLC

This section defines a balanced social media scorecard for Fan Milk PLC, focusing on the financial, digital and brand perspectives. Information compiled for this scorecard was obtained through the semi-structured interviews with the representative from Social Ghana and the Fan Milk PLC brand manager.

4.5.1 Defining a Balanced Social Media Scorecard for Fan Milk PLC

Having remained a significant player in the ice-cream and fruit drink manufacturing and distribution segment of the food & beverage manufacturing industry in Ghana for many years, Fan Milk PLC had established its position in the market. Despite its popularity, Fan Milk PLC did not have a strong social media presence, a vital element of modern-day marketing. With the competition within the market on the rise, the company sought to increase its social media presence to boost its profitability and performance with Social Ghana's aid.

Social Ghana monitors and documents the progress of all social media activities on the three social media platforms based on specific metrics and presents them to Fan Milk PLC as detailed profile performance reports periodically. The brand managers of Fan Milk PLC set various objectives for different aspects of its entire campaign. Based on these objectives, Social Ghana then sets the specific metrics used to monitor progress. Despite how detailed these reports are, information from them is not sufficient to measure the success of Fan Milk PLC's entire social media marketing efforts. Information gathered from the interview with a brand manager of the company makes it evident that Fan Milk PLC needed an appropriate framework for measuring its social media marketing campaign's success.

Based on information obtained from Fan Milk PLC and Social Ghana, the researcher designed a balanced social media scorecard focusing on the financial, digital and brand perspectives as an appropriate framework for measuring the success of Fan Milk PLC's social media marketing.

A Balanced Social Media Scorecard for Fan Milk PLC's Social Media Marketing			
<i>Objectives</i>	<i>Targets</i>	<i>KPIs</i>	<i>Initiatives</i>
Financial Perspective			
Increase Net Sales	Increase Net Sales by 18%* Grow Repurchase by 2 ppts	Frequency of Purchase Net sales	FanYogo Cool Chop Promo
Brand Perspective			
Grow Equity	Grow Top of Mind Awareness by 3 ppts	Top of Mind Awareness	Brand Health Tracking (BHT) Shine Your Hustle Campaign So Cool So Good Promo
Digital Perspective			
Increase Cross-Network Performance	Increase Engagement Rate by 6%**	Engagements Impressions Post link clicks	Fan Ice PS5 Challenge The Four Flavours of Love Giveaway FanYogo Crossbar Challenge

Figure 10 Researcher's Balanced Social Media Scorecard for Fan Milk PLC

See Appendix E and Appendix F for a summary of the information gathered from Social Ghana and Fan Milk PLC. Due to confidentiality, not all information obtained could be shared by the researcher.

¹ The percentages used in this scorecard are assumptions based on information obtained from Social Ghana and Fan Milk PLC. The **18%*** was assumed based on previous targets set by Fan Milk while the **6%**** was assumed based on previous social media statistics obtained from Social Ghana.

The financial perspective of the balanced social media scorecard for Fan Milk PLC measures the impact of social media engagement activities on sales. Fan Milk PLC's main objective here is to increase its net sales. The company assesses its ability to achieve this objective through the frequency of purchase indicator. The brand perspective validates social media marketing results based on the brand-related objectives set. Under this perspective, Fan Milk PLC's main objective is to grow equity which has to do with consumers' perceived value of the company's brand over its competitors. The KPI for this perspective is top of mind awareness, which is determined mainly through Brand Health Tracking (BHT), a field research initiative. The digital perspective measures "earned" media associated with social media engagement activities such as the mentions or likes received on social media sites. The company's main objective under this perspective is to increase its cross-network performance. The KPIs for this perspective include engagements, impressions, and post-link clicks. Using all these three perspectives would help the management of Fan Milk PLC to do a wholesome evaluation of its social media marketing.

CHAPTER 5: CONCLUSION & RECOMMENDATIONS

5.1 Conclusion

In conclusion, the study revealed that although the digital marketing campaign embarked on by Fan Milk PLC has had some impact on the actual sales figures, profitability, and business growth, data gathered from the company showed that this impact is low. The study also showed that the various engagement activities employed for the campaign included online promotions, challenges, posters, and videos and the best integration of communication mediums for ultimate interaction for Fan Milk PLC's campaign are Instagram and Twitter. These conclusions indicate that the three objectives of the study were met.

Furthermore, this study's hypotheses, which was analysed quantitatively using the Pearson Correlation test, revealed a low negative correlation between digital marketing activities and sales figures. The results also revealed that there was no statistically significant correlation between Fan Milk PLC's digital marketing activities and its sales figures (p-value of 0.565, $p > 0.05$). Thus, the researcher failed to reject the null hypothesis.

5.2 Recommendations

Based on the findings and conclusions for this study, this section contains some recommendations for Fan Milk PLC and Social Ghana.

5.2.1 Recommendations for Fan Milk PLC

Fan Milk PLC employs both traditional and digital marketing for the marketing of its products. Interactions with Fan Milk PLC's brand manager revealed that it is difficult to track down exactly how much is earned from either form of marketing because of this combination. The researcher recommends that the company

puts in place a system that would allow management to trace the exact returns made from these marketing investments, thus its RoI. With this system in place, the management could then include the RoI as a KPI under the financial perspective of its Balanced Social Media Scorecard.

5.2.2 *Recommendations for Social Ghana*

Although Social Ghana actively employs Instagram, Twitter and Facebook for Fan Milk PLC's campaign, the study revealed that Facebook does not allow the company's online consumers to be targeted effectively. Based on this, the researcher recommends that Social Ghana should not eliminate Facebook from the list of social media platforms employed but rather reduce its focus on it. While doing this, the agency could explore other platforms such as WhatsApp and YouTube, as the study revealed many of Fan Milk PLC's consumers are active on these platforms. Although the current variety of engagement activities employed is very effective, they should be pushed very frequently, especially on Instagram and Twitter.

5.3 Limitations of the Study

The study required that secondary quantitative data were obtained from both Fan Milk PLC and Social Ghana. Although both parties consented to be part of the study, they were still sceptical about giving out the necessary data required for this study. The data was treated as confidential, and as such, the format in which it was provided limited the researcher's analysis of the study. Language also served as a limitation for this study as some of the distribution agents and vendors interviewed by the researcher could not fluently communicate in English. As such, some interviews were done in the local dialect, Twi, since the participants were more comfortable with that language.

REFERENCES

- Agostino, D., Arnaboldi, M., & Lampis, A. (2020). Italian state museums during the COVID-19 crisis: from onsite closure to online openness. *Museum Management And Curatorship*, 35(4), 362-372. doi: <https://doi.org/10.1080/09647775.2020.1790029>
- Alberghini, E., Cricelli, L., & Grimaldi, M. (2014). A methodology to manage and monitor social media inside a company: a case study. *Journal Of Knowledge Management*, 18(2), 255-277. doi: 10.1108/jkm-10-2013-0392
- Andzulis, J., Panagopoulos, N., & Rapp, A. (2012). A Review of Social Media and Implications for the Sales Process. *Journal Of Personal Selling & Sales Management*, 32(3), 305-316. Retrieved 5 November 2020, from <http://www.jstor.org/stable/23483283>
- Balanced Scorecard Basics. (2020). Retrieved 26 November 2020, from <https://balancedscorecard.org/bsc-basics-overview/>
- Bloom, P., & Novelli, W. (1981). Problems and Challenges in Social Marketing. *Journal of Marketing*, 45(2), 79-88. doi:10.2307/1251667
- Brunner, R. (2017). Are the benefits of using social media worth the potential risks? doi: 10.13140/RG.2.2.29501.82405
- Bullock, L., & Agbaimoni, O. (2012). Social Media Marketing - why businesses need to use it and how (includes a study of Facebook). *Transactions Of The Institute Of Aviation*, 227(6), 109-119. doi: 10.5604/05096669.1076725
- Chan, T. (2009). Measuring performance of the Malaysian construction industry. *Construction Management And Economics*, 27(12), 1231-1244. doi: 10.1080/01446190903233137
- Chan, N. L., & Guillet, B. D. (2011). Investigation of Social Media Marketing: How Does the Hotel Industry in Hong Kong Perform in Marketing on Social Media Websites? *Journal of Travel & Tourism Marketing*, 28(4), 345-368. <https://doi.org/10.1080/10548408.2011.571571>
- Creswell, J. W. (2014). *A concise introduction to mixed methods research*. Thousand Oaks, CA: SAGE Publications.

- Creswell, J.W. (2014). *Research design: qualitative, quantitative and mixed methods approach* (4th ed.). Thousand Oaks, CA: SAGE Publications.
- Croitoru, G., Nițu, C. V., & Nițu, O. (2014). How to Monitor, Measure and Calculate Social Media ROI. *Valahian Journal of Economic Studies*, 5(3), 57–62.
- Dahiya, R., & Gayatri. (2018). A Research Paper on Digital Marketing Communication and Consumer Buying Decision Process: An Empirical Study in the Indian Passenger Car Market. *Journal of Global Marketing*, 31(2), 73–95. <https://doi.org/10.1080/08911762.2017.1365991>
- Driskill, J. (2021). Engagement. Retrieved 24 March, 2021, from <https://theonlineadvertisingguide.com/glossary/engagement/>
- Facebook: What is Facebook?. (2020). Retrieved 7 November 2020, from <https://edu.gcfglobal.org/en/facebook101/what-is-facebook/1/>
- Geert van den Berg, R. (2018). SPSS Correlation Analysis. Retrieved 31 March, 2021, from <https://www.spss-tutorials.com/spss-correlation-analysis/>
- Given, L. M. (2008). Semi-Structured Interview. In *The SAGE Encyclopedia of Qualitative Research Methods*. Thousand Oaks, CA: SAGE Publications, Inc. doi: 10.4135/9781412963909
- Global Economic Prospects. (2020). Retrieved 7 November 2020, from <https://www.worldbank.org/en/publication/global-economic-prospects>
- Gogia, J., & Nanda, S. (2020). Digital Marketing: Significance and Trending Strategies During COVID-19. *International Journal Of Research In Engineering, Science And Management*, 3(11), 45-46. doi: <https://doi.org/10.47607/ijresm.2020.370>
- Golbeck, J., Grimes, J., & Rogers, A. (2010). Twitter use by the U.S. Congress. *Journal Of The American Society For Information Science And Technology*, n/a-n/a. doi: 10.1002/asi.21344
- González Romo, Z. F., Iriarte Aguirre, S., & Garcia Medina, I. (2020). Pharmaceutical influencers on Instagram and their communication during the Covid-19 pandemic crisis. *Journal Of Science Communication*, 19(5), 1-27. doi: <https://doi.org/10.22323/2.19050204>

- Gurau, C. (2008). Integrated online marketing communication: implementation and management. *Journal Of Communication Management*, 12(2), 169-184. doi: 10.1108/13632540810881974
- Hamann, D., Williams, R. L., & Omar, M. (2007). Branding strategy and consumer high-technology product. *Journal of Product & Brand Management*, 16(2), 98-111. doi:10.1108/10610420710739973
- Helmig, B., & Thaler, J. (2010). On the Effectiveness of Social Marketing—What Do We Really Know?. *Journal Of Nonprofit & Public Sector Marketing*, 22(4), 264-287. doi: 10.1080/10495140903566698
- Hennig-Thurau, T., Gwinner, K., Walsh, G., & Gremler, D. (2004). Electronic word-of-mouth via consumer-opinion platforms: What motivates consumers to articulate themselves on the Internet?. *Journal Of Interactive Marketing*, 18(1), 38-52. doi: <https://doi.org/10.1002/dir.10073>
- Hitting 500,000 advertisers. (2020). Retrieved 7 November 2020, from <https://business.instagram.com/blog/500000-advertisers>
- Johnson, L. (2015). How Food Brands Can Nail Instagram. Retrieved 8 November 2020, from <https://www.adweek.com/brandmarketing/here-s-how-food-brands-can-nail-instagram-165224/>
- Joseph, O.P., Tulung, J.E., Wangke,S., (2020). Impact of Social Media Marketing Towards Business Performance of MSMEs In Manado During Covid-19 Pandemic. *Jurnal Emba: Jurnal Riset Ekonomi, Manajemen, Bisnis Dan Akuntansi*, 8(4), 596-605.
- Jothi, G. (2019). A Study on Advantages and Disadvantages of Traditional Marketing and Digital Marketing. *International Journal of Research and Analytical Reviews: International Conference on Winning the Marketing War – Challenges and Responses*, 1-6.
http://ijrar.com/uploads/conference/ijrar_37.pdf
- Kaplan, A. (2015). Social Media, the Digital Revolution, and the Business of Media. *International Journal On Media Management*, 17(4), 197-199. <https://doi.org/10.1080/14241277.2015.1120014>

- Kaplan, A. M., & Haenlein, M. (2011). The early bird catches the news: Nine things you should know about micro-blogging. *Business Horizons*, 54(2), 105–113.
- Kaplan, R., & Norton, D. (1996). Strategic Learning & the Balanced scorecard. *Strategy & Leadership*, 24(5), 18-24. doi: 10.1108/eb054566
- Kennedy, G. (2016). *Social Media: Master Social Media Marketing: Facebook, Twitter, YouTube & Instagram*. CreateSpace Independent Publishing Platform
- Kozinets, R. V. (2002). The Field behind the Screen: Using Netnography for Marketing Research in Online Communities. *Journal of Marketing Research*, 39(1), 61–72. <https://doi.org/10.1509/jmkr.39.1.61.18935>
- Kusumasondjaja, S., & Tjiptono, F. (2019). Endorsement and visual complexity in food advertising on Instagram. *Internet Research*, 29(4), 659-687. doi: 10.1108/intr-11-2017-0459
- Longhurst, R. (2003). Semi-structured interviews and focus groups. *Key methods in geography*, 3(2), 143-156.
- Maecker, O., Barrot, C., & Becker, J. (2016). The effect of social media interactions on customer relationship management. *Business Research*, 9(1), 133-155. doi: 10.1007/s40685-016-0027-6
- Madni, G. (2014). Consumer's Behavior and Effectiveness of Social Media. *Global Journal Of Management And Business Research*, 14(8).
- Malik, R. (2017). An Empirical Study of Digital Marketing and its Elements. *International Journal of Scientific Research in Science and Technology*, 3(8), 74-78. <http://ijsrst.com/IJSRST1738141>
- Merriam, S.B., & Tisdell, E.J. (2016). *Qualitative research: A guide to design and implementation* (4th ed.). John Wiley & Sons.
- Nadaraja, R., & Yazdanifard, R. (2013). Social media marketing: Advantages and Disadvantages. *Center of Southern New Hampshire University*, 1-10.
- Ogyem, B. (2016). Equity Research: When Price and Growth Diverges - The Fan Milk Story. Retrieved 7 October 2020, from <https://doobia.com/investors-den/thoughtleaders.php?story=57FC4040A51DD>

- Patten, M. L., & Newhart, M. (2017). *Understanding Research Methods: An Overview of the Essentials* (10th ed.). New York: Routledge.
- Ramsaran-Fowdar, R., & Fowdar, S. (2013). The Implications of Facebook Marketing for Organisations. *Contemporary Management Research*, 9(1), 73-84. <https://doi.org/10.7903/cmr.9710>
- Ratten, V. (2020). Coronavirus and international business: An entrepreneurial ecosystem perspective. *Thunderbird International Business Review*, 62(5), 629-634. doi: 10.1002/tie.22161
- Ray, A. (2010). The ROI Of Social Media Marketing. *Interactive Marketing Professionals*. Retrieved 7 November 2020, from http://campaigns.vocus.com/email/11/feb/wp/roi_of_social_media_marketing.pdf
- Roberts, R. (2008). *Walk Like a Giant, Sell Like a Madman*. John Wiley & Sons Incorporated.
- Saleh, Y. (2020). ICT, social media and COVID-19: evidence from informal home-based business community in Kuwait City. *Journal Of Enterprising Communities: People And Places In The Global Economy, ahead-of-print*(ahead-of-print). doi: 10.1108/jec-07-2020-0131
- Silva, S., Feitosa, W., Duarte, P., & Vasconcelos, M. (2020). How to increase engagement on social media using the honeycomb model. *Revista De Gestão*, 27(2), 153-167. doi: 10.1108/rege-02-2019-0030
- Social Ghana. (2020). Retrieved 9 October 2020, from <http://www.socialghana.com/about-us/>
- Taiminen, H., & Karjaluoto, H. (2015). The usage of digital marketing channels in SMEs. *Journal Of Small Business And Enterprise Development*, 22(4), 633-651. doi: 10.1108/jsbed-05-2013-0073
- Teo, L., Leng, H., & Phua, Y. (2019). Marketing on Instagram. *International Journal Of Sports Marketing And Sponsorship*, 20(2), 321-332. doi: 10.1108/ijsms-04-2018-0028

- The Four Perspectives in a Balanced Scorecard. (2020). Retrieved 26 November 2020, from <https://www.bernardmarr.com/default.asp?contentID=968>
- Todor, D. R. (2016). Blending traditional and digital marketing. *Bulletin of the Transilvania University of Braşov Series V: Economic Science*, 9(58), 51-56. <https://doaj.org/article/cb614ff34002419fa3e921a1b8c50c9e>
- Tsitsi Chikandiwa, S., Contogiannis, E., & Jembere, E. (2013). The adoption of social media marketing in South African banks. *European Business Review*, 25(4), 365-381. doi: 10.1108/ebr-02-2013-0013
- Varbanova, L. (2013). *Strategic Management in the Arts*. New York: Routledge, <https://doi.org/10.4324/9780203117170>
- Velimirović, D., Velimirović, M., & Stanković, R. (2011). Role and importance of key performance indicators measurement. *Serbian Journal Of Management*, 6(1), 63-72. doi: 10.5937/sjm1101063v
- Villaespesa, E. (2015). An evaluation framework for success: Capture and measure your social-media strategy using the Balanced Scorecard. *MW2015: Museums and the Web*.
- Vinothalakshmi, J. (2019). Traditional Marketing vs. Digital Marketing. *International Journal of Research and Analytical Reviews: International Conference on Winning the Marketing War – Challenges and Responses*, 74-78. http://ijrar.com/uploads/conference/ijrar_37.pdf
- Watson, R., Pitt, L., Berthon, P., & Zinkhan, G. (2002). U-Commerce: Expanding the Universe of Marketing. *Journal Of The Academy Of Marketing Science*, 30(4), 333-347. doi: 10.1177/009207002236909
- Wisniewski, M., & Dickson, A. (2001). Measuring performance in Dumfries and Galloway Constabulary with the Balanced Scorecard. *Journal Of The Operational Research Society*, 52(10), 1057-1066. doi: 10.1057/palgrave.jors.2601191
- Yang, T., Kim, D., & Dhalwani, V. (2007). Social Networking as a New Trend in E-Marketing. *IFIP International Federation For Information Processing*, 847-856. doi: 10.1007/978-0-387-76312-5_7

Yao, B., Shanoyan, A., Peterson, H., Boyer, C., & Baker, L. (2018). The use of new-media marketing in the green industry: Analysis of social media use and impact on sales. *Agribusiness*, 35(2), 1-17. doi:
<https://doi.org/10.1002/agr.21581>

Yasmin, A., Tasneem, S., & Fatema, K. (2015). Effectiveness of Digital Marketing in the Challenging Age: An Empirical Study. *The International Journal Of Management Science And Business Administration*, 1(5), 69-80.

APPENDICES

Appendix A**Questionnaire For Online Survey****Consumer Purchase Behaviour Survey**

Hi there!

My name is Rita Komla Wilson, a final year student of Ashesi University studying Business Administration.

This survey has been designed to aid in my research on the impact of digital marketing on the consumer purchase behaviour of Fan Milk PLC.

The purpose of the study is for the researcher to establish the impacts and benefits associated with an increase in digital marketing, specifically social media marketing.

All information provided through this survey will be treated as highly confidential.

For any enquiries, kindly contact the researcher on rita.wilson@ashesi.edu.gh or 0208083884

*** Required****Request for Consent**

1. Would you like to participate in this survey? *

Tick only one option

Yes

No

Move on to Question 2

Skip to “Thank You” note.

Demographics

2. Gender *

Tick only one option

Male

Female

3. What is your age? *

Tick only one option

16 – 20 years old

21 – 25 years old

26 – 30 years old

30 – 35 years old

Above 35 years old

4. Do you consume Fan Milk products such as FanYogo and FanChoco? *

Tick only one option

Yes

Skip to Question 6

No

Move on to Question 5

5. Although you do not consume Fan Milk products such as FanYogo and FanChoco, have you ever purchased them for someone else? *

Yes

No

Skip to “Thank You” note.

Frequency of Purchase

6. How often do you purchase Fan Milk products such as FanYogo and FanChoco? *

Once a week

More than once a week,

Once a month

Engagement With Social Media Content &Purchase Behaviour

7. Which of the following social media platforms are you active on? *

Tick all that apply.

Instagram

Facebook

Twitter

YouTube

WhatsApp

8. Which of the following factors influences your decision to be active on the social media platform(s) selected in Question 7? *

Tick all that apply.

Role & Status

Family

Social & Reference Groups

Lifestyle & Personality

Awareness

9. Based on your answer in Question 7, have you seen any Fan Milk advertising content online? *

Yes

No

10. What was the advertising content you saw? *

Tick all that apply.

Poster

Video

Other

Please specify [Click or tap here to enter](#)

[text.](#)

11. On which exact social media platform(s) did you see this advertising content?*

Tick all that apply

Instagram

Facebook

Twitter

YouTube

WhatsApp

12. Based on your answer for Question 10, would you say the advertising content influenced your next purchase decision? *

Yes

No

13. Based on your answer for Question 12, please explain further *

[Click or tap here to enter text.](#)

Thank you for participating in this survey. Your participation is duly noted, and the researcher is very appreciative that you took time off to fill out this form.

Appendix B**Interview Questions for Brand Managers, Representative of Social Ghana,
Distributors and Vendors****• Brand Managers of Fan Milk PLC****- Preliminary Info on Campaign**

1. How has the brand performance on Fan Milk PLC's digital platforms been over the past few years?
2. What has been the impact of the digital platforms in relation to the traditional marketing promotions?
3. What percentage of the company's total budget was allocated to the campaign?
4. On a likert scale below, rate the cost investment incurred in incorporating digital marketing.

(1 = low, 5 = indifferent, 10 = high)

5. What was the initial cost investment for the campaign?
6. Could you briefly explain the cost structure of the campaign?
7. Was the cost incurred a onetime cost?

If the answer to Question 6 is No, then move to Question 7.

8. Which part of the cost structure is variable?

- Objectives & Key Performance Indicators

9. What were the objectives set for the campaign?
10. Out of the objectives set, which ones were financially related?
11. Out of the objectives set, which ones were brand related?
12. How do you measure the success of the campaign?

- **Info about Sales & RoI**

13. Since Fan Milk began the campaign what has been the trend seen in sales figures as compared to before the campaign?

If the trend is an increase move on to Question 14 then to Question 15

If not, only move to Question 14 and skip Question 15.

14. What are the percentage changes in sales figures that have been recorded since the campaign began?

15. How does Fan Milk verify that the increase in sales is attributed to the digital campaign?

16. What is the RoI for the campaign?

• **Representatives of Social Ghana**

1. What problem was Fan Milk looking to solve?
2. How was the decision made to use the three social media platforms used for the campaign?
3. What are the strengths and weaknesses of each platform?
4. How do you measure the success of the campaign on these platform?
5. What are the exact metrics used for each indicator of success?
6. What are the variety of engagement activities used for the campaign?
7. How are these activities scheduled?
8. Are consumers asked for feedback on these activities?
9. What challenges would you say you've faced with the campaign?
10. Would you say digital marketing is better than traditional marketing?
If so, why? If not, why?

• **Distributors**

1. How long have you been a Fan Milk distributor?

2. Are you aware of the digital marketing campaign embarked on by Fan Milk PLC?
3. Which social media platform do you subscribe to for Fan Milk products?
4. Over the past two years, have you identified any trend in the sales figures?

If yes, move on to Question 5.

If no, skip to Question 6.

5. What specific trend have you identified? (Increase, Decrease or Constant)
6. On average, how many people in a day, other than the street vendors, come in to buy in bulk?
7. On average, how many people in a month, other than the street vendors, come in to buy in bulk?
8. What percentage would you say these consumers contribute to your monthly sales figures?

- **Vendors**

1. How long have you been a vendor for Fan Milk PLC?

If the answer is less than 2 years, move to Question 2.

Otherwise, move to Question 3.

2. Have you identified any trends in sales figures since you became a vendor?

If yes, move to Question 4.

If no, move to Question 5.

3. Over the past two years, have you identified any trend in the sales figures?

If yes, move to Question 4.

If no move to Question 5.

4. What specific trend have you identified? (Increase, Decrease or Constant)
5. What would you say can be attributed to the trend identified?
6. What are the peak times of sales for the products?

Appendix C

Consent Form

My name is Rita Komla Wilson, a final year student at Ashesi University. I would like to ask your permission to be a part of my final year thesis project titled *“The Impact of Digital Marketing on Consumer Purchase Behaviour: A Case Study of Fan Milk PLC”*. The purpose of the study is for the researcher to establish the impacts and benefits associated with an increase in digital marketing, specifically social media marketing. The study, when completed, will be made available through the Ashesi Institutional Repository.

The completion of the online survey could last from 4-6 minutes, and the interview could last for about 10-35 minutes, all these dependent on the individual participant. A foreseeable risk associated with participating in this study is that some participants will be asked a few questions about their respective organisations. However, if any participant experiences any discomfort, it will be addressed accordingly. The benefit of this study is that the findings from this study would give participants insights about the impact the digital marketing campaign employed by Fan Milk PLC has on its consumers' purchase behaviour.

There will be no costs or monetary rewards associated with participating in the research for this study. Participation is voluntary, and participants may withdraw their participation at any time. Refusal to participate in this research will involve no penalty or loss of benefits. All information gathered will remain confidential and will not be disclosed to any unauthorised persons. The researcher and her supervisor will be the only people with access to all research materials.

For additional information concerning the study, you may contact Rita Komla Wilson on [+233208083884](tel:+233208083884). You may also send her an email at

rita.wilson@ashesi.edu.gh or kindly contact her Supervisor, Dr. Josephine Djan, at jdjan@ashesi.edu.gh.

This research has been reviewed and approved by the Ashesi University Human Subject Review Committee. If you have questions about the approval process, please contact irb@ashesi.edu.gh.

CONSENT TO PARTICIPATE IN RESEARCH

Please read the following and tick as appropriate

- I confirm that I have agreed to be interviewed for the study “*The Impact of Digital Marketing on Consumer Purchase Behaviour: A Case Study of Fan Milk PLC*” and that the procedures guiding the study have been explained to me by the researcher during the consent process.
- I confirm that I was given the opportunity to make enquiries about this study, and I’m satisfied with the responses that have been provided.
- I confirm that I agree that I grant access to data to authorised persons.

I consent to participate in the above research study.

Date

Signature of participant

I certify that the purpose, benefits, and possible risks associated with participating in the research have been explained to the above participant.

Date




Signature of researcher

Appendix D**Data for the Pearson Correlation Coefficient Calculation**

 DigitalMarketingActivities	 SalesFigures
3235	351,839,000
6338	406,845,000
545368	388,371,000
1090736	419,340,000
1636104	321,956,000

Appendix E

Summary of Social Media Statistics from Social Ghana

Profile [▲]	Audience	Net Audience Growth	Published Posts	Impressions	Engagements	Engagement Rate (per Impression)
Reporting Period	197,229	136,038	2,841	84,669,810	3,272,207	3.9%
Jan 1, 2018 - Mar 17, 2021	↗ 198%	↗ 23,677%	↗ 273%	↗ 55,726%	↗ 25,866%	↘ 53.5%
Compare to	66,277	-577	762	151,668	12,602	8.3%
Oct 17, 2014 - Dec 31, 2017						
 FanYogo Ghana	168,601	110,346	563	62,602,403	2,141,825	3.4%
 FanYogo Ghana	19,614	19,022	714	14,930,252	185,221	1.2%
 FanYogo Ghana	9,014	6,670	1,564	7,137,155	945,161	13.2%

Appendix F

Summary of Information obtained from Fan Milk PLC



OBJECTIVES

- Grow Equity scores: (Measured by BHT)



OBJECTIVES

- Drive Loyalty and Repeat Purchase on
- Increase Net Sales



OBJECTIVES

- Grow Top of Mind Awareness by 3 ppt
- Grow Repurchase by 2 ppt