RE-ENGINEERING E-MARKETING STRATEGIES FOR UNILEVER GHANA

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MASTER'S THESIS ASSIGNMENT
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Thesis Topic: **Re-engineering E-Marketing Strategies for Unilever Ghana**

Thesis Guidelines:

Introduction

Define the objectives and the application methods used in the Master thesis.

I. Theoretical part

- Prepare literature review focusing on e-marketing strategies.

II. Practical part

- Briefly introduce Unilever Company in general and its e-marketing strategy.
- Analyze and evaluate the recent trends of e-marketing in Ghana.
- Prepare a comprehensive project to embark on re-engineering e-marketing strategies for Unilever in Ghana and evaluate the risk, cost and time nature of the project.

Conclusion

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ABSTRAKT

V současné době se Internet marketing stává všudypřítomnou strategií, jak pro podniky nadnárodní, tak malé a střední. Společnosti zavádějí tuto strategii do svých již tradičních strategií z řady různých důvodů; ke zvýšení svých příjmů, zlepšení jejich interakce se zákazníky, apod. Bohužel, pokud jde o e-marketing, představy zákazníků jsou často odlišné od očekávání společností. Neúspěch z neuspokojených očekávání má své kořeny v neúčinné a neefektivním způsobem nasazené strategii společností.

Společnost, která se může pyšnit svými úspěchy v e-marketingu a má globální uznání je Unilever. Unilever má mnoho divizí po celém světě, svou pozornost vytváří v závislosti na kulturní odlišnosti daných lokalit. Unilever Ghana je jednou z takových divizí, nacházející se v západní části Afriky. Společnost má pobočky ve všech deseti oblastech Ghany. Unilever Ghana vyrábí jak spotřební, tak drogistické zboží. Unilever je považován za společnost s dlouhodobou tradicí v Ghaně, díky různorodosti svých produktů.

Tento projekt představuje teoretický základ pro e-marketingové strategie Unilever Ghana. Úvodní analytická část je primárně zaměřena na využití internetu v Ghaně. V projektové části byla provedena hloubková analýza očekávání a vnímání zákazníků, zaměřena především na využívání internetu na on-line nákupy, a to pomocí statistického nástroje SPSS, Fisherova exaktního testu závislosti algoritmů. Test závislostí je zaměřen na věk, úroveň vzdělání, stav příjmů, dále na vliv pohlaví a velikost on-line nákupního chování zákazníků v Ghaně. Bylo prokázáno, že statisticky existuje závislost výše uvedených proměnných při využívání Internetu v Ghaně. V souladu s tím, projekt identifikoval slabá místa v e-marketingových strategiích ve společnosti Unilever Ghana, analyzoval hloubku jejich slabosti a navrhl pragmatická opatření pro rychlejší růst a udržení si zákazníků. Projekt zvažuje časová, nákladová a riziková hlediska při jeho formulaci a provádění. V projektu byla zjištěna prospěšnost pro restrukturalizaci nového e-marketingového nástroje pro společnost Unilever Ghana.

ABSTRACT

Internet marketing is becoming a pervasive strategy adopted by both Multinational and Small and Medium sized companies in this recent times. Companies introduce this strategy into their already traditional strategies for a number of reasons; to increase their profit base, increase their interaction with customers, and others. This notwithstanding, some customers are still derailed in their expectations from companies in terms of e-marketing. The bane of the unsatisfied expectations is rooted in the inefficient and ineffective manner these strategies are deployed by companies.

One company that prides itself in e-marketing and has a global recognition is Unilever. Unilever has many divisions across the world with varied focal attention depending on the cultural identification of the locality. Unilever Ghana is one such division located in all the western part of Africa. The company has branches in all the ten regions of Ghana. Unilever Ghana produces both consumable and non-consumable goods. It is regarded as one of the long-standing companies in Ghana with variety of products.

This project presents a theoretical background of e-marketing strategies of Unilever Ghana. The project also presents an introductory analytical part fundamentally on internet usage in Ghana. The project did an in-depth analysis on the expectations and perceptions of customers towards the use of internet in online purchasing using the SPSS statistical tool with its Fisher's exact test of dependence algorithm. The dependence of Age, Educational level, income status as well as Gender with the magnitude of online buying behavior of customers in Ghana was tested. It was statically proven that there is a dependence of the aforementioned variables against the use of internet in Ghana. In line with this, a project was embarked upon to identify the weak areas of e-marketing strategies in Unilever Ghana, analyze the depth of weakness and proffer pragmatic measures to practicalise the strategies for accelerated growth and customer retention. The project considered time, cost and risk in its formulation and execution. The project was found to be beneficial to Unilever Ghana in restructuring its e-marketing strategies.

Keywords: E-marketing, Unilever Ghana, re-engineering, strategies

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CONTENTS

INTRODUCTION

Worldwide, companies are taking measures to upgrade their marketing strategies to meet current trends especially with online internet technologies. Indeed, companies are subscribing to higher industry marketing standards with new technologies that help to re-structure their core areas of business and help to gain competitive advantages over competitors. For instance, this position is emphasized by the CEO of Coca Cola, Muhtar Kent, in an interview with McKenzie & Company, (2013) where he emphasized the need for companies to engage their customers through the implementation of new technological tools. This approach, Mr. Kent added, establishes direct relationship with new and existing customers.

Generally, usage of the Internet in today's businesses has empowered marketers to achieve set targets of reaching as many potential and existing customers at relatively little cost. For instance, with marketing tools such as email marketing, digital special offers and seasonal promotions backed by other multimedia tools, companies are able to reach out to many clients at little cost (Hamidi, 2011). The foundations of these new online marketing strategies practically hinges on Search engine optimization (SEO), content marketing, and Social media marketing. (Search engine research, 2013). It is evident that e-marketing has brought a paradigm shift in the way companies conduct businesses today. This approach has its attendant benefits which culminate in huge annual sales and profits. A perfect example of how companies take advantage of e-marketing to 'rake' in so much in profits with very little input cost is the infamous 'Black Friday' sales during festive seasons around the world (Ahluwalia et al., 2013; Lennon et al., 2011)

Over the years, renowned multinational companies like Unilever, Coca Cola, Amazon, EBay, Proctor and Gamble (P&G) among others have been cited as perfect examples of companies who have successfully transitioned from traditional marketing strategies to modern marketing techniques spearheaded by internet technologies (Bao & Chang, 2014; Pousttchi & Hufenbach, 2014)   A study conducted by Rajan (2011), shows that as a result of considerable increases in the use of internet globally, companies are redirecting their attention unto e-marketing primarily because of ease of use and the associated benefits. In Africa, the adoptions of e-marketing strategies have been rather slow and in most cases non-existent (Boadi et al. 2007; Awiagah, Kang & Lim, 2015). The slow pace in e-marketing adoption is even common with some multi-national companies like Unilever

primarily because of the lack of infrastructural backbone to support such technology (Donner & Escobari, 2010).

Such teething problems create a research space to review efforts and the rate of e-marketing adoption in Africa as a whole and Ghana in particular. The focus of this thesis was to review current e-marketing strategies by Unilever Ghana and re-engineer where possible, new vibrant e-marketing strategies for the company. To do this, the researcher analyzed current portfolio of marketing strategies within the domain of internet-enabled environments, under-studied current e-marketing platforms in Unilever Ghana, designed a survey for Unilever customers in Ghana and finally used the results to propose an e-marketing framework workable for at least 5-years. This approach was primarily premised on the growing needs of digital marketing especially social media, search engine optimization and content marketing. To establish a link with the proposed re-engineered framework and the needs of customers, the survey gave insight into the expectations of customers focusing on the relationship –based interactions that transpire between them (Maria, 2011).

This thesis will take cognizance of how e-marketing strategies will be re-engineered for Unilever Company in Ghana, taking cognizance of the current e-marketing strategy of the company and the customer perception towards online purchasing. This is premised on the fact that the emergence of internet marketing influences positively on many companies in various dimensions. In this situation, there is a believe that with possible restructuring of internet marketing, Unilever can enhance its corporate image by outcompeting their competitors in Ghana and beyond.

OBJECTIVES AND METHODS OF MASTER THESIS PROCESSING

The purposes of this thesis are categorized into two folds. First to assess the current e-marketing processes and strategies of Unilever Ghana to ascertain the strengths and weaknesses in their current marketing approaches in Ghana. Secondly, to re-engineer e-marketing strategies for the company so as to capture, a large share of the food and cosmetics market in the country.

Research questions:

1. What are the current e-marketing strategies of Unilever Ghana?

2. What are the perceptions of customers towards e-marketing in Ghana?

3. What new strategies will enhance the feasibility of e-marking adoption for Unilever Ghana?

Methodological Approach

The researcher will make use of both qualitative and quantitative data in the thesis. The use of questionnaire as a primary source of data will be employed in collaborations with secondary data from the company's sources and archives. Qualitative data in a form of interviews will be carried out at high ranking officials in the company in Ghana to examine the current e-marketing strategies of the company

Delimitation

The study sets a scale on online users in Ghana without considering the entire population. Again, the currencies quoted in the cost analyses of re-engineering might not be a true reflection of the cost involved in the process. This might be due to an unstable economic condition of the country at that particular point in time.

Dispositions

This thesis consists of the following chapters:

Chapter 1.Introduction: This chapter introduces the background of study with emphasis on e-marketing for Unilever Ghana and the need to re-structure the company's e-marketing techniques. The chapter continues to enumerate the problems undergirding the need for the study as well as objective definition of the problem.

Chapter 2. Theoretical Framework: This chapter presents the significant studies and theories concerning e-marketing and strategies relevant to the study.

Chapter 3. Methodology: This chapter is fused with the practical or analytical nature of the thesis; it is mainly focused on the method of data collection, population sample, and sample design of the thesis.

Chapter 4. Practical Framework: This chapter provides a brief background of Unilever Company in general, with particular emphasis on Unilever Company in Ghana. Data on consumer perception towards e-marketing is analyzed with focus on consumer expectations as far as purchasing of Unilever products is concerned. Results and findings from data will be used in the subsequent chapter.

Chapter 5. Project for re-engineering e-marketing strategies for Unilever Ghana

1. THEORY

1. INTRODUCTION TO E-MARKETING

1.1 DEFINITION OF E-MARKETING

In today's technology-driven society, many companies have resorted to the use of internet in their day to day marketing activities. That is to say the blend of internet with existing techniques of marketing campaigns. This is largely known as e-marketing. E-marketing is defined by English dictionary as "the practice of marketing by means of the internet ". E-marketing, by most accounts is thought to have the same meaning with internet marketing and digital marketing. However, in terms of scope, e-marketing is mostly viewed with a broader perspective than Internet marketing, since it takes into account both the processes and the tools that are used such as e-mail, social media, e-flyers (Dave Chaffey, 2013) in addition to the digital management of customer data through electronic customer relationship management systems (E-CRM systems). E-marketing is an aspect of marketing that uses the internet as a channel; however the term "internet marketing" refers to an external perspective of how the internet can be used in conjunction with the traditional media to acquire and deliver services to customers (Chaffey& Chadwick, 2012).

A more comprehensive and practical definition of e-marketing is the one formulated by specialists at CISCO company. This defines e-marketing as a generic term that can be utilized for a wide range of activities comprising of advertising, customer communications, branding, fidelity programs etc. through the use of the internet. More than the simple development of a website, e-marketing focuses on online communications, direct communication with consumers to create new products and finding efficient methods to win customer's fidelity, and ease their business-transaction process. Companies embark on these activities aimed at identifying, attracting, winning and retaining customers. To sustain and maintain cordial relationship between customers and marketers, which will in tend enhance customer loyalty and increase in market share by companies, there is need for digital engagement (Tiago & Varrisimo, 2014)

As with conventional marketing, e-marketing is defined as the primary way of thinking, putting the customer at heart in all online events ,through the use of web sites, online ads, opt-in email, interactive kiosks, interactive TV or mobiles. E- Marketing is considered to be the heart of e-business, which is in a way getting acquainted with prospective customers. (Dave & Smith, 2013)

In an attempt at targeting customers with different modes of purchases via internet technologies, companies tend to discover strategies that actually decrease conversion probabilities. That is to say companies can trace the purchasing pattern of customers and hence increase their products in that field, Venkatesan & Kumar (2004)

1.2 INTERCONNECTIVITY BETWEEN E-MARKETING & B2C, B2B, C2B AND C2C

E- Marketing encompasses different tools that seek to bring both customers and businesses unto a single platform. These strategies and tools can be grouped into four main domains.

Table 1: E-marketing connections between consumers and suppliers

Consumer-to-consumer(C2C) • eBay • peer-to-peer(Skype) • social networks and blogs • product recommendations	Business-to-Consumer(B2C) • Transactional: Amazon • Relationship-building:BP • Brand-building:Unilever • Media owner: News corp • Comparison intermediary:kelkoo,pricerunner
Consumer-to-Business(C2B) • Group and Priceline • Consumer-feedback, communities or campaigns	Business-to-Business(B2B) • Transactional:Euroffice • Relationship-building:BP • Media-owned:Emap business publications • B2B marketplaces:EC21

Source :(Chaffey and Smith, 2013)

The above diagram shows the linkages between consumers and suppliers in terms of communication as indicated by (Chaffey and Smith, 2013). Formerly, the array of internet transactions was focused on Business to Business or industrial as against commercial markets. This is known as B2B (business-to-business), and between Business-to- consumers (B2C).

B2B AND B2C

This is the platform where most online business transactions take place. Over the years marketing was centered on the magnitude or the rate at which a particular product is been

patronized. In other words, the fast moving consumer goods like Coca Cola, Guinness etc. whiles industrial marketing, mostly referred to as B2B was regarded as less stimulating. This situation is no longer the case since with relatively new techniques of B2B brands and sales force using content marketing as a component of e-marketing, there has been a considerable progress Hong & Cho (2011), in their study on consumer trust discussed the relationship between attitudinal loyalty and purchase intensions, although there is no significant effect on these two constructs focusing on consumer behavior. It was realized that trust is a key measure transferred from a channel to the arena of marketers, signifying that trustworthiness plays a pivotal role in establishing the rate at which consumers' trust is proportional to the acceptance in e-marketplaces.

C2C AND C2B

The marketing construct B2C or B2B would not function that much without the relevant customer information. As a result of this, many marketers do consider the plight of customers as a major priority in their day today running of businesses. In C2C models, the use of social media has become one of the most embraced tools contributing immensely to the success of many businesses. The use of social media in C2C model helps to tap into customer information for target marketing, which is known as customer centered. Popular among the social media sites used by businesses today are Facebook, Google +, LinkedIn, Twitter and among others. According to (Chaffey & Smith,2013), most companies are gradually embracing the use of social media to engage customers in their businesses, regardless of some of the trust, privacy and security issues that come with social media adoption. Irrespective of the seeming advantages with the use of social media for businesses,

Leeflang et al. (2013), enumerates some challenges for businesses especially for marketing units as the following: The ability to leverage deep customer insights

• Managing brand health and good reputation in a marketing environment where social media plays an important role

• Assessing the effectiveness of digital marketing era.

Through the use of e-marketing, C2B models play a pivotal role in both business and consumer sectors.

2. ELEMENTS/CONCEPTS OF E-MARKETING STRATEGIES

2.1 KEY E-MARKETING STRATEGIES

Key marketing strategies undergirding the use of internet in businesses are formulated through a number of approaches. Chadwick & Johnson (2009) enumerated some basic strategies that will aid in the development of e-marketing strategies in a company. Chadwick & Johnson (2009) further analyzed the relationships between consumers and suppliers in diverse ways and identified such relationships to be one of the key factors in customer retention and growth. Their research concluded that the internet can be used to achieve set targets in business marketing through channel marketing strategy and multichannel marketing strategies. Additionally, it was established that effective e-marketing strategies according to the researchers' is achieved when some of the under listed techniques are adhered to:

• First, e-marketing strategies should be in accordance with the business strategies of the company understudied. This means that strategies set to be initiated should conform to the norms and strategy of the business.

• The combination of business objectives and brand development strategies has the potential to improve upon online sales. This therefore must be critically looked at. These preconditions should be implemented with a focus on achieving a certain numerical target as far as customer growth is concerned.

• Marketers in their quest to ensuring customer loyalty and consistency should be aware of the demographics and the general background knowledge of their customers in order that existing customers can be effectively reached through the adopted marketing channel.

• Identify the value proposition of customers in the strategy. This means, the need to address customers' plight should be the outmost priority as far as strategic decisions regarding reaching customers with products and services are concerned. There should be a clear distinction between online and offline mix of communication tools as a key e-marketing strategy designed with a focus on attracting customers to the company.

• Customers must be supported and guided through the entire buying process. For example, customers could be assisted with clear directions on how and which buttons and menus should be clicked to achieve their goals. That is the purchasing should be made user friendly.

Finally, it must be noted that the above enumerated points only serve as a guide to companies and that the final implementation could be tailored to meet the specific goals and aims of a particular company.

2.2 APPLICATIONS OF E-MARKETING

In a multi-national organization, an internet application offers a wider range of opportunities for marketing their products as well as services. To do this, it is necessary for companies to review their e-marketing strategies in tandem with the existing purchasing cycle of customers. According to Chadwick & Johnson (2009), Multinational companies such as Proctor & Gamble, Unilever among others make use of digital tools in their daily reach to customers through their websites, third-party websites, and e-mail marketing in the following ways:

An Advertising Medium: Multiple companies like BP, Unilever, etc. and its subsidiary companies apply the internet in the quest of advertising their products. Through the use of interactive ads on media sites, awareness of their products and brands are brought to fore.

A Direct Response Medium: For instance, through the use of internet applications by most companies like Easy jet, BP and among others, click through has become very significant aspect for customers to make enquiries and hence quicker response.

A Platform for Sales Transaction: By virtue of internet application with many businesses, sales can be tracked from the destination of retailers, For instance, Unilever Ghana tracks its sales from its customers (Annual Report Unilever, 2010).

A Lead Generation Method: Most often, companies are able to select the best out of the nod for an attempt to make decision. For example, through the application of internet on business transactions, companies can take the lead role in securing the best possible out of the many.

A Distribution Channel: Channel of distribution (place) is one aspect of marketing mix. The use of internet in businesses enhances the feasibility of many operations in companies. A study conducted by, Azzadina et all (2012), indicated that customers purchasing decision is proportional to marketing mix factors, this means that personality profile of consumers are positively related to the marketing mix of companies and hence the distribution channel of companies giving the interplay of internet cannot be overemphasized.

A Customer Service Mechanism: Through the application of internet on businesses, customers can have the tendency to serve themselves in their own ways. According to Chang & Chen (2008); Bauer et all (2002), customers in their bid to use the internet for purchases affirm key measures such as interaction, convenience and character customization. Additionally, internet application for businesses through the World Wide Web (WWW), ensures interactive marketing by customers in the following ways; commitment, satisfaction as well as trust.

A Relationship Medium Building: Practically, companies can create discussion forum with its customers through the aid of internet. Companies better understand their customers in diverse ways, but through the birth of internet in marketing nowadays, companies get to know the plight of their existing customers and also to ensure value proposition of them. A study conducted by, Thaichon et all, (2014); Barnes & Cumby, (2002), revealed that, among all the positive influence as result of internet application in businesses, the rate of network quality, information support as well as privacy influence are the only mechanisms that transcends to commitment. Conversely, a recent research indicated that internet users are far different in terms of companies' zeal to track them into their domain.

2.3 TYPES OF ONLINE PRESENCE IN E-MARKETING

The extent of e-marketing strategy designed by companies specifically depends on the nature of that company. Each type of company in question is associated with its own predicaments and prospects in attempt to embark on e-marketing (Chaffey & Smith, 2013). In view of this notion, five (5) main domains of online presence were identified by Chaffey & Chadwick (2012), to ascertain the importance of e-marketing sites to companies.

1. **Transactional e-Commerce Site**: Online transactional site expose both companies and customers in their bid to exchange money for their products .E-retailers, companies, travel agencies as well as financial service providers get on these sites for their sales. Lin (2014) recommended that it is more vibrant in an effort to drive product sales by most companies in e-commerce sites. Additionally, he suggested the significance of its theoretical contributions and implications for enacting e-commerce platform design. This site also gives information to customers who willingly will like to purchase offline.

2. **Services-oriented relationship building or lead-generation website:** Relationship between companies as well as their customers stands the major factor for every business. Information for customers makes it more conducive for sound atmosphere and hence cus-

tomer loyalty. Information provided on these websites coupled with email marketing informs the purchasing decisions of consumers. The rational here is encouraging offline sales and making enquiries or suggestions from existing customers. The required sites on the other hand add values to customers. Sharma and Crosssler (2014) disclosed that customers' information release is attributed by the following (1) fairness of information exchange, (2) privacy benefits and (3) privacy apathy.

3. **Brand –building site**: This sites creates a vacuum for brand awareness. The main rationale behind this is to develop an online channel of brand so as to blend with social media outposts, e.g. Facebook, twitter, LinkedIn, etc. On the side of B2B, a study conducted by Michaelidou et all (2011), shows that over a quarter of B2B SMEs in the UK are currently using Social Networking Sites (SNS) to accomplish their brand objectives. However, and interestingly enough, the setback is tremendously centered on a higher number of internet users who do not adopt any metrics to embark on SNS effectiveness.

4. **Portal or media site**: The main work of this form of online presence is to provide basic information as well as content. According to (Chaffey and Smith.2013),portal refers to a gateway to information or a range of services such as search engine, directories, news, blogs content, shopping comparison, etc. Portals have different dimensions for generating revenue such as, advertising, commission based-sales, and sale of customer data. Many companies make use of portal in their process of internet marketing, which later transcend to development of websites to advertise their products and services.

5. **Social network or community site**: A site that captures the attention of the general public for interaction and further enquiries. This is also known as a platform for C2C model. Practical example of this medium includes, posting comments and replies to comments, sending messages, rating content as well as tagging content in particular categories. Notable examples include Facebook, LinkedIn etc.

2.4 Benefits of e-marketing

In spite of the many setbacks and cost implications to the implementation of e-marketing strategies for companies globally, there are by far some benefits attained. Internet marketing which far outweigh the simple notion of shopping through internet makes use of other multiple facets like websites, through social media, email marketing etc.Ethier et all, (2006), made mention of quality websites and its importance on B2C.They analyzed the results of quality websites on the impact of customers, it was asserted that there is a posi-

tive relationship between the two set-ups in terms of cognitive appraisal situation of the customer. To them, customers are influenced by five emotions out of their six proposed model.
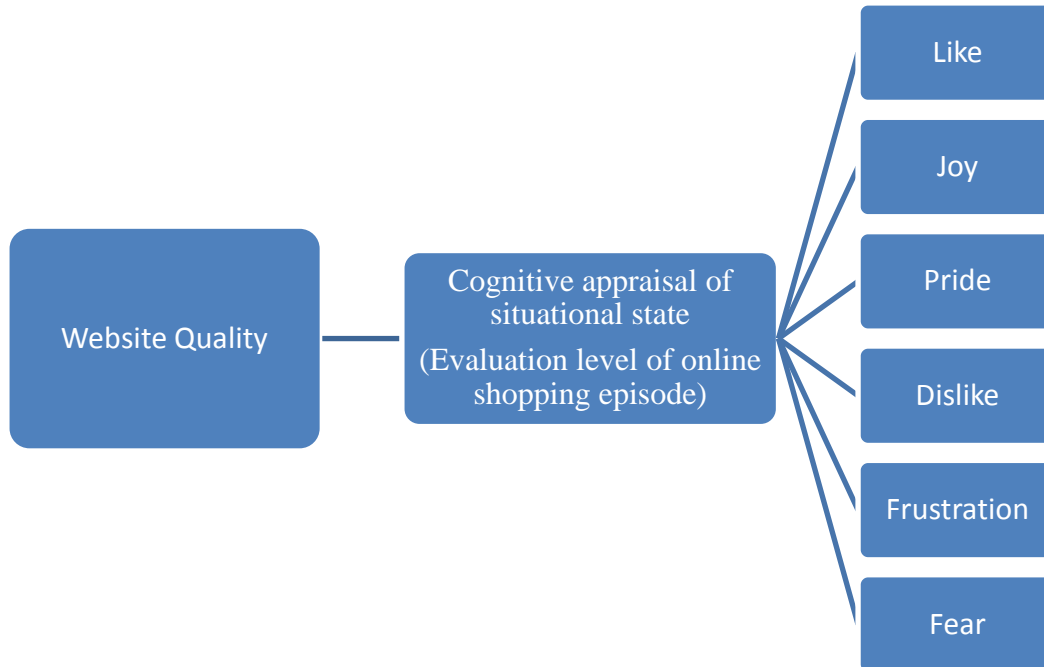
Fig 1: A research model on website quality (Source: J. Ethier 2006)

In Fig 1: distinction is shown between web site quality in relation to the cognitive apprais-al of situational state of the mind is proposed by Ethier et all (2006). In the above figure, six emotions envisaged in the cognitive appraisal of website quality by users are proposed. In terms of assessing the quality website as an e-marketing tool, customers are driven to such mood traits such *like, joy, pride as against dislike, frustration or fear*. This model aids marketing executives to update their websites to sustain the *liking* and joyous mood by customers. E-marketing in its wisdom has both benefits emanating from both the sellers (companies) as well as Buyers (consumers).A critical analyses will be reviewed on the next chapter on how these benefits go all out to the beneficiaries.

2.4.1 Seller (companies): Companies make use of internet in their day to day running of business in diverse ways. In many dimensions, marketers use this means in so many ways as an advantage to lure customers and to sustain their customers in this competitive world of business. (Chaffey and Smith, 2008), enumerated   three benefits of e-marketing, how they can be effected as well as its typical objectives to companies in general

Benefits of e-marketing	How benefits is delivered	Typical objectives
speak-get closer to customers	Creating a two- way dialoque through web interactions like forums and surveys,and conducting online market research through formal surveys,and informally monitoring chat rooms to learn about them	Grow e-mail coverage to 50% of current customer database • Survey 1000 customers online each month • Increase visitors to communiity site section by 5%
Save-save cost	Achieved through online e-mail communications,Sales and service transactions to reduce staff,print and postage costs.Savings also accrue through 'web self -service' where customers answers queries through online content	Generate 10% more sales for same communicating budget • Reduce cost of direct marketing by 15% through e-mail • Increase web self -self-service to 40% of all service enquiries and reduce overall cost-to- serve by 10%
sizzle-Extend the brand online	Achieved through providing new proposition ,new offers and new experiences online while at the same time appearing familiar	Improve branding metrics such as brand awareness,reach ,brand favourability and purchase intent.

Figure 2: Benefits of e-marketing to companies

Source: Chaffey and Smith, 2008

According to Figure 2, benefits of e-marketing to companies are summarised into three main domains from (Chaffey and Smith, 2008), demonstrating how the above benefits can be delivered and the objective behind it.

• Speak-Get closer to customers': From the point of view of companies in general, benefits are accrued from the use of internet (e-marketing) since companies get nearer to customers for any suggestion coming out of the products offered for sale. This is delivered on the bases of two way dialogue through web interactions, which is possibly conducting online market research through the internet. An objective underlying this is to basically increase the number of email coverage and the current customer database.

• Save –save costs: Entirely, every company seeks to minimise cost and increase profit or as a matter of fact hopes to maintain the value of its company at the end of the trading year. By getting on e-marketing the tendency to decrease cost, in that customers can answer queries on online content as well as reduction of service transactions, print or postage cost, all can be made possible through the internet.

• Sizzle-extend the brand online: Value proposition of a customer is considered to be one of the main headaches of companies or marketers. However, by extension of different kinds of brands online, customers are able to tap into their favourites creating an avenue for marketers to pinpoint the value attached to the kind of products being offered for sales. A study conducted by, Balakrishnan et all (2014) shows that online marketing communications as one of the facets of internet marketing enhance the zeal for effective brand loyalty and product purchase intensions whiles social media marketing has a vital tool to get closer to customers of this young generation. Jung et all(2014),relationship between attitude of customers towards a particular product on sale and the brand trust could be projected by virtue of internet, and hence the need to work on dealing with the significant of online brand communities through managerial consequences of the company in question.

2.4.2 Buyers (consumers)

Consumers entrench some benefits from internet marketing in different dimensions. A study conducted by Learn marketing.net (2014), enumerated some of these benefits which includes:

Customers Stay Updated

To get use to what is going on in the world today; human beings need to stay updated, likewise in the business front. Customers get acquainted with available products on the market through the internet. Unlike the traditional way of marketing where customers' needs to go to the market before they can see for themselves what products are on market. Influx of internet on the marketing arena nowadays has eradicated that mess, making it suitable for customers to be in the known before any actions regarding purchase.

Customers Can Compare Online

One of the greatest advantages for the customer is that they can compare products or services they wish to purchase from the comfort of their own homes. Instead of having to visit a number of different retail outlets, the user simply has to open different internet window tabs to compare prices or features of the product/service they wish to purchase. Many retailing websites offer the facility where different products they sell can now be easily compared. There is also price comparison websites that customers can use to get the best possible price for their products.

Clear Product Information for the Customer

Websites offer clear and consistent product information to all internet users. There is little chance of misinterpretation or mishearing what the sales person said as in a retail store.

The internet has comprehensive product information whereas in a shop the customer is reliant in the knowledge of their sales advisor.

Transparent Pricing

Pricing online is very clear and transparent for the customer; customers can access pricing information from a range of sellers with a few internet clicks. Customers can take advantages of pricing that may change regularly or take advantages of special offers that last for a limited period as they can access pricing information 24 hours a day/7 days a week. Whereas prices for products offered for sale in retail premises can only be accessed whilst the store (or store telephone lines are) open.

Track Your Purchase and Choose Delivery Dates

Many websites allow consumers to track their purchase from when it is ordered through to when they are dispatched and delivered to them. This reassures the consumer and makes them feel that they are obtaining a good service online. Some sellers also allow the consumer to choose the delivery address for each purchase and select their own delivery date and time.

Dwindling in Personal Carbon Footprint.

Looking after the environment and the world we live in is important for many customers. When customers buy through online, they use their cars less and their personal carbon footprint is reduced. Retailers can support carbon reduction by sorting deliveries so that purchases by customers living close to each other can be delivered on the same day.

Constant shopping

There is no time restriction on when a consumer can shop online; the internet is available all day every day. Many online sales now start at midnight on a particular day encouraging customers to shop all hours of the day. For example many retailers will start post-Christmas sales on the 26th of December 00.00

3. ESSENTIAL E-MARKETING TOOLS

E-marketing cannot be implemented by companies without the required tools. How successful e-marketing can be feasible for Multinational Company or Small and Medium size Company is to first consider the necessary tools that can be used. (Roberts and Zahay,2013),considered five main e-marketing tools that are vital for companies to embark on e-marketing techniques, these tools are Online Branding and Video marketing; Adver-

tising and Other Customer Acquisition Methods; Email Marketing (Evolution of email marketing); Search Marketing; Social Media Marketing.

3.1 ONLINE BRANDING AND VIDEO MARKETING

In the split of time, our perception of how we think about the use of internet tools in marketing has matured. Considerably, the use of online branding as well as video marketing is used as one of the essential tools of e-marketing. A research carried out by Chen and Mathews,(2013),shows that most companies websites or portal sites has become the integral component of their brand strategy and hence customers attitude and perceptions towards portal websites coupled with internet service mechanisms, are fused together to attain brand attitude and brand identity for e-retailers. The significance parts of internet marketer's arsenal are discussed below regarding online branding and video marketing in the subsequent chapters.

3.1.1 Effectiveness of online Advertising and promotion

Adding interactivity to the media mix did not start today. This was spearheaded by a research conducted in 2002 by Cross-Media Optimisation Agency of the internet Advertising Bureau (IAB).The study was engineered as part of cooperation with leading national brand. It was analysed through their research that all brands would attain some advantages in online advertising. Additionally, thousands of world leading marketers are engaged in advertising and promotion online with the following core dimensions of its delivery. Though, the notion of validity regarding online advertisement and promotion were in previous times not possible because of proper technological advancement, now there exists whether advertisement is captured by the intended audience or customers. Flosi et all, (2013), some of the key variety dimensions' include:

- Viewability,
- Target audience,
- Target geography,
- Brand safety, and
- Non-human traffic (NHT).

Song et all, (2011), conclude that product integration are feasible through the use of online advertising, and hence it enhance a greater influence on the perceived connection between newly promoted products as well as main ones.

3.1.2 Building Internet Brands

As part of online branding and video marketing, marketers build their own brand on the internet. In spite of the debates churning around issues regarding the tendency to build brands on the internet, there is none with a consensus on focusing on one point of understanding. The magnitude of having a perfect and strong brand is vital to becoming successful on the websites of companies. A reputable brand on the internet is not far from a possible assurance that will enhance a highly increment on purchase. This takes us to multiple dimensions referred to as Brand Equity or Brand image on the internet.

Brand Equity and Brand Image: The capacity of a particular brand is considered by its equity. (Roberts and Zahar, 2013) defines brand equity as one of the basic concepts that describes a financial asset in line with competitive advantage. For them, marketers are prone to competitive advantage coupled with financial advantage and hence the need to create a brand that will equip them with sustaining in business. Marketing cases associated with brand are in two folds, namely; brand awareness and brand image.

Building a strong brand on the internet: Emergence of internet has contributed greatly for most companies, mostly in the quest of building strong and healthy brands. Chiagouris and Wansley, (2000), made mention of four basic process in building brand in a hierarchical order

AWARENESS

FAMILIARITY

POSITIVE IMAGERY

COMPLETED TRANSACTION
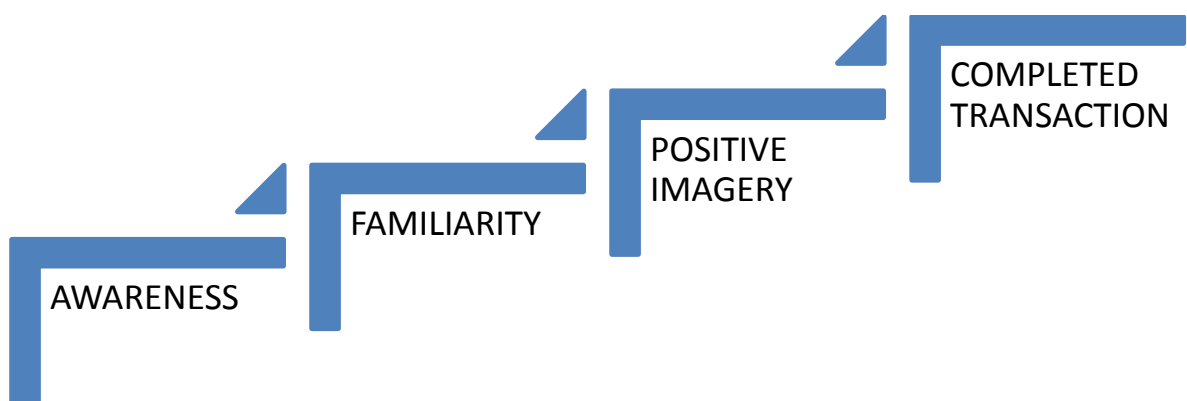
Figure 3: Brand Development Hierarchy

Source: Adapted from Chiagoris and Wansley, (2000)

Awareness as the first scenario shows the initial stage of the process. This stage proposes the contact of the said brand, or the tendency for that particular brand to be recognised. The notion is channelled from the fact that getting to know a particular brand (*Familiarity*)

suggests some knowledge of the product, its features, and also services that the brand can offer.

The next stage advocated by the researchers is centred on creating a *positive brand image*. In the mist of many or different brand images, positive image is likely to be patronised.

Finally, transaction itself on the model coined by the researchers should be at the vanguard of connections and not entirely the climax of the process. However, in the absence of internet branding, previously, traditional branding has been initiated in the mass media, where consumers share their sentiments based on their stage of relationship development.

Building and developing an online brand: Online branding has different dimensions through its occurrence. The likelihood of start-up companies to build a strong brand is higher because of the opportunity attained in using modern and sophisticated marketing tools. For instance, Amazon and among others have been able to maintain their corporate brand solely online. According to (Roberts & Zahay, 2013), in the bid of marketers trying to build and develop their online brands, the following considerations outlined in **figure 5** must be taken note of.

- I • Product and customer experience
- II • Target audience
- III • Voice and Personality
- IV • Creative elements
- V • Balance online and offline media mix
- VI • Create relevant content and distribute it across the web
- VII • Engage with customers and prospects
- VIII • Monitor online conversations
- IX • Continue to grow and evolve brand

Figure 4: Factors for developing brand (Roberts & Zahay, 2013)

3.1.3 Video marketing Strategy

Impact of video towards communication in these recent times cannot be overemphasised. Customers are enlightened and alerted on what they see, therefore the need for marketers to deploy effective videos to catch attention of customers.

Video marketing has become an integral part of internet marketing strategy for B2B, B2C as well as non-profit marketers. Internet marketing strategy in its wisdom undergoes four-steps of process that helps in developing video marketing programs, in which strategic business and communications purposes are met. (HubSpots, 2014).Brief description of these four scenarios is discussed in the next chapter.
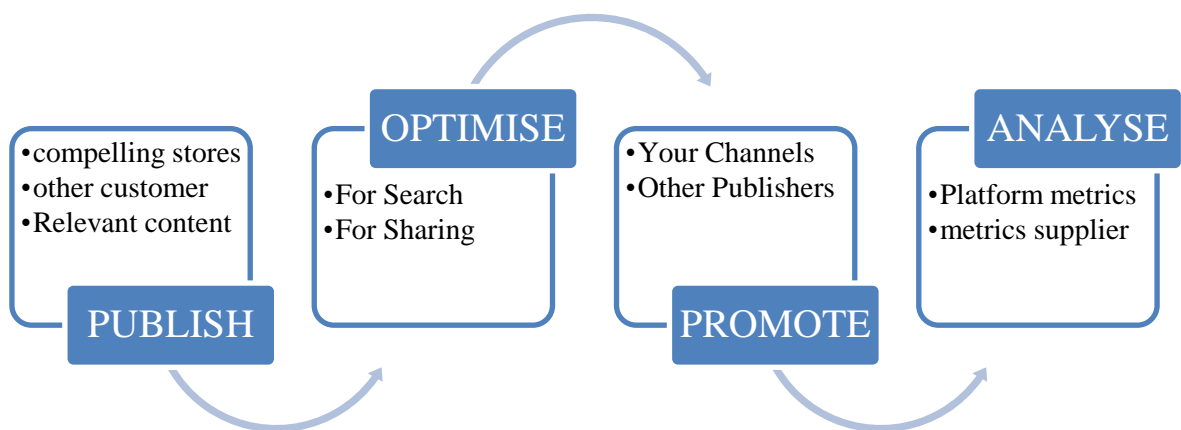
Figure 5: Steps of developing Video Marketing Strategy
Source: Adapted from HubSpot, (2014)

The first step of initiating video marketing strategy is to publish compelling, customer-relevant video material. This means whatever type of video strategy marketer's think of using on the internet must be beneficial to the company. It needs to carry out the story of its purpose beneficial to customer or the company in question. Additionally, the next step that needs to be factored in is to optimize the video. This needs to target the particular audience in which the video was meant for, for instance on whatever channel necessary for both search and sharing by the required customer.

Moreover, the act of strategy will be in vain without effective promotion. Promotion is in tandem with raising market value of a particular product. Business channels of the market-er as well as other publishers with partnership deals can be used to promote video market-ing. Finally, the marketer needs to ensure that indeed the requisite platforms metrics or metrics suppliers are really analysed to maintain efficiency and effectiveness of the video.

3.2 ADVERTISING AND OTHER CUSTOMER ACQUISITION METHODS

Marketer's make use of advertisement with a common aim, virtually to acquire customers. The shift of marketing strategies from the traditional domain to the use of internet emphasise its main objectives as "the concept of customer lifetime value (CLV).These objectives includes :(1),customer acquisition,(2),Conversion,(3),Retention,(4),Value growth. The onus here is that marketers should be able to acquire the customers in question before other objectives are metamorphosed. (Roberts and Zahay,2013).In line with internet marketing strategies much attention will be centred on how customers can be acquired .Acquisition of customers in a layman's view is ideal way of how customers can be channelled to the admiration of a particular products on the market over a particular time.

3.2.1 Internet Customer Acquisition Tools

In as much as the internet has been a cornerstone for marketers to tap customers in these recent times, there are numerous dimensions regarding how B2B, B2C or non-profit markets engage in these acts to trap customers. These kinds of tools are however used interchangeably through this text

3.2.2 Online advertising

In relation to acquiring customers as the primary motive of marketers, online advertising is one of the key components used by the internet to achieve such targets. By virtue of customers aim to see and know what goes through a particular product on the market, the likelihood of been curious on what is been advertised. Generally, it can be evidenced that online advertising is at its peak and hence is growing steadily. A research carried by Hadadi and Almsafir,(2014) shows that customers are more enticed through social media advertising, Search engine advertising and email advertising. However, the research suggested that marketers should focus on the locality of which the advert is been carried out, by so doing customers will get acquainted with the particular product in question and hence higher patronage.

There are numerous forms of online advertising. Some of them includes; *Display advertising*: this takes into account graphics, copy, corporate branding elements like logos, *Search advertising*: includes different types of pay-per-click (PPC) and Search Engine Optimisation(SEO),Social Media advertising as last to be dealt with comprises standard display formats and platform-specific formats like Facebook ads, Twitter and among others.

3.2.3 Online Ad serving and targeting

Alternatively, this means as one of the simple dimensions of advertising and customer acquisition method, purporting the tendency for companies or marketers to trap customers are not static on a particular web page.

Ad serving is a vital factor that initiates marketing needs with an advertisers requisite for the targeted audience and, hence the need for revenue-generating ads on that particular site. On the account of pressing charges on the basis of clicks, publishers can instigate charges on exposing to the ad, which is cost per thousand viewers. Conversely, magazines as well as newspapers also placed in the same domain as entrenched in a web page, but most often is not common with the exception of house ads, which means the site's own products.
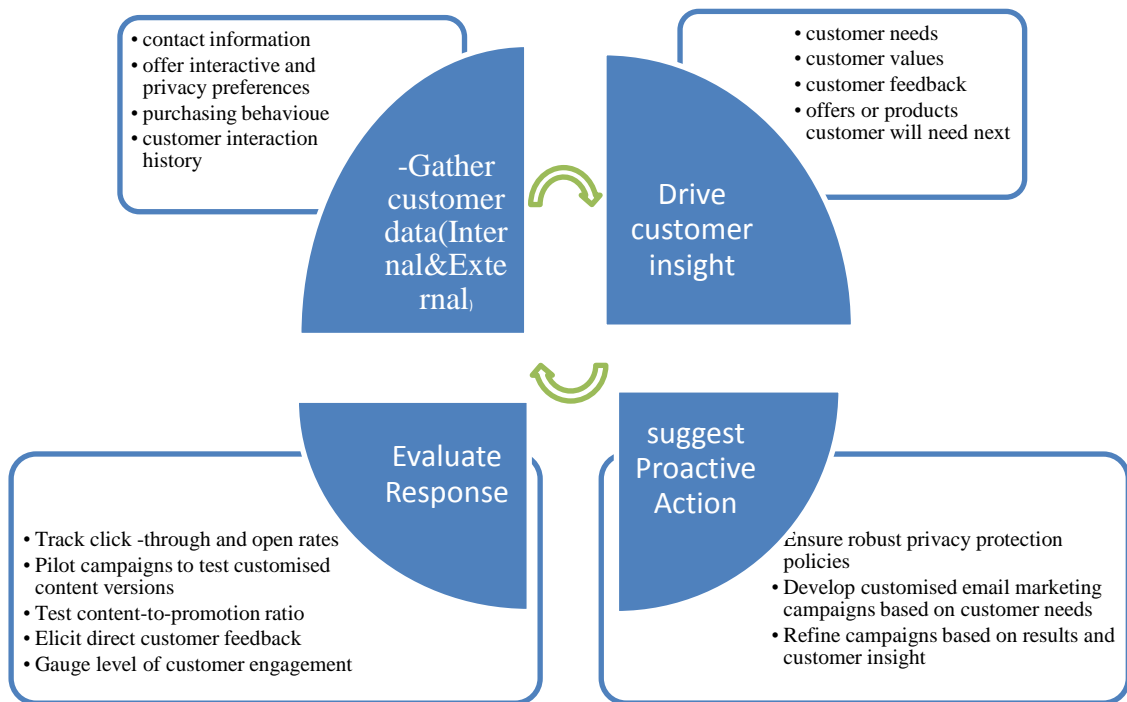
3.3 EMAIL MARKETING (EVOLUTION OF EMAIL MARKETING)

Email marketing did not start today; it was greeted from the 1970s through Advanced Research Project Agency Network (ARPRANET), which was orchestrated by the United States (US), Department of Defence in the bid to connect their systems of computers. These connections formed the basis of modern internet.

This medium as one of the strong hold and early technological threshold that took off on the internet era, in spite of emergence of other media, email marketing is far from fading from the system. Additionally, email direct marketing proposes many merits to traditional direct marketing (yesmail.com, 2013).Marketers enjoy how lucrative, legitimate and the extent of how email is used in their business spheres, alternatively, research conducted by Pavlov et all,(2008) regarding negative campaign carried out as a result of email marketing (spam).A model was proposed by the researchers which suggested that the spams comes into play as result of decrease in growth of the non-specific arrangement of mails filtered.

Nonetheless, an opt-in marketing campaign framework designed with the intention of email planned as a loyalty –generating tool for marketers indicated that there is a positive influence governing the intension to return to websites by customers, this means that attitude towards email campaign has a direct repercussion on response process of customers. Cases et all, (2010).Email as a marketing campaign tool often sets the pace from regular analyses to the needed action and its development.

3.3.1 Developing email marketing campaign

According to text of 'Internet Marketing Integrating Online and Offline Strategies'. The Peppers and Rogers Group who is expert in relationship marketing outlined four major steps that are involved in developing email marketing campaign as a tool for internet marketing. These four steps are

- contact information
- offer interactive and privacy preferences
- purchasing behavioue
- customer interaction history

-Gather customer data(Internal&External)

Drive customer insight

- customer needs
- customer values
- customer feedback
- offers or products customer will need next

Evaluate Response

suggest Proactive Action

- Track click -through and open rates
- Pilot campaigns to test customised content versions
- Test content-to-promotion ratio
- Elicit direct customer feedback
- Gauge level of customer engagement

- Ensure robust privacy protection policies
- Develop customised email marketing campaigns based on customer needs
- Refine campaigns based on results and customer insight

Figure 6.Fundamentals of email marketing
Source: adapted from (Cengage Learning, 2013)

Gather customer data: Email marketing is highly effective with the necessary data of the person to whom the mail is meant for in general. On the account of the customer, such information's includes contact information, physical address, or email address, or both.

*Derive customer insight***:** Value proposition is considered to be one of the main brains of business model. Therefore marketers must take into account the needs; value, feedback as well as offers or products customers will need into action.

Suggest proactive action: Email marketing surpasses just word of mouth without taking actions. Therefore email marketing should be on the brink of acting rather than purporting. This means captured data of customers should be stored accurately in database ready for execution, development etc.

Evaluate response: Direct feedback holds the notion of reciprocity, in that marketers must make it a point to encourage it through by assessing email messages. Customer acquisition is in line with what consumers like and desires or dislike so that by virtue of taking notes of each and every response through their mails, marketers can effect changes to meet their needs.

The aforementioned steps are developed in building email campaign for marketers. However, marketers must take cognisance of how email can be designed, sent to customers and also be able to track the feedbacks. (Roberts & Zahar, 2013).

3.3.2 Email Design

Email is often designed in different ways, such as email newsletters, new product announcements and among others. This is because email marketing came out from direct marketing. An email for promotions and discounting are mostly the highest kind of emails that is sent by companies and hence should have clearly defined information to its audience.

Owing to this, there are basic elements of design that are peculiar in emails. These designs comprises (1) preheater,(2)subject line ,(3) offer or call to action,(4),time deadline, sense of urgency.(cengage Learning,2013).

3.3.3 Sending Emails

As already discussed, there are many dimensions in sending emails. However, it is mostly prudent to use the email service provider in sending emails as suggested by (Carlton and Katz, 2009).Their research enumerated some advantages of email service providers ,some of them includes,

- Help to get emails delivered through ISPs
- Aid in tracking ,measurement
- Provide database integration
- Manage content dynamically
- Integrate with social marketing, other campaigns.

In line with the advantages coming out of email service providers, companies who intend to make use of the internet in their day to day activities are likely to interact with existing

customers as well as incoming ones. This will help create customer loyalty and all necessary information about products from marketers will be sent accurately.

3.3.4 Tracking Emails

Furthermore, one major concern of marketer's is the availability to trap customer's grievances through emails. It is one of the main aims of every marketer to know what customers demand is in the market, so that they can meet their expectations.

3.4 SEARCH MARKETING

Similarly, search marketing is regarded as one of the most essential e-marketing tool used by marketers. Previously, it was pointed out that most companies integrate programs blending both advertising techniques and media to attract and acquire customers. In this section, I will look at how search engine as an integral component of internet marketing tool which influences both marketers and customers, as well as to know the value proposition of customers through the use of search engines. Additionally, this tool in one way or the other helps the marketer to detect more about their existing customers in terms of, creating a room to collect or tap specific information and also to entrench a long-term relationship.

A research conducted by Rangaswamy et all (2009), shows that search engines are beyond information tools we already know like portals, blogs and among others. Topics such as,(1) what are the rational of search engine,(2) what can business or marketers do with search engines,(3) how should senior executives view this tool as one of the main component of e-marketing tool?,(4) what are the benefits of search engine tools that will aid practioners and academicians in their attempt to embark on search tools, and to impact positively on their strategic understanding of the tool in question. Consequently, their research asserted that search engine as a basic tool for marketers in interactive marketing represent something far more than information tool as earlier juxtaposed and hence by the time we get to second decade of Journal of Interactive Marketing (JIM) in 2018, there is the likelihood of extensive research on the aforementioned headings enumerated by them .In line with the impacts of search engine to marketers as discussed earlier on, I will take a look at what transpire in the overall search engine marketing with its aspects in the next chapter.

3.4.1 Search Engine Marketing. The whole idea and steps of getting on the frontiers of search engines so that consumers can locate the needed products is termed as Search en-

gine marketing (SEM).There are two basic aspects of SEM,(**Search engine optimisation(SEO)** and **Pay-per-click (PPC)**,these are explained below:

- *Search engine optimization* (*SEO*) this aspects of search engine primarily focus on planning and designing a site whereby customers or search engines find the sites without necessarily paying to do so .In other words, it is classified as the free aspect of search engine marketing with an alternative names such as natural search, organic search, and sometimes algorithmic search.

- *Pay-per-click (PPC),* this aspect as the name implies is the direct opposite of search engine optimisation. This involves payment through programmes such as Google™ etc. It is sometimes referred to as paid search and based mostly on advertising model, where companies are on the approach of positioning themselves in particular search categories.

3.4.2 Distinction between Search and Social Media

Search and social media have a direct relationship with each other in many proportions. Social media makes way for search marketers in so many good reasons. For instance, through the use of social media, search marketers broaden their horizon by moving into an incoming links from social media scenes, making their profiles known in social media platforms as well as taking critical look at customer's conversation on the social media so that they can engage and retain such customers. It is vital for marketers to detect where their customers are, so that they can make known their available products to them.

However, taking a lot at the social media conversations that transpire between customers on that social media page is yet another great way to regulate on the best method of checking both paid search and Search engine optimisation. A research conducted by Chung and Koo (2015), shows that tourisiers often use information searches on the internet which propels them to gain the needed travel information towards their destination. In relation to social media, the author stressed that the use of social media as a new search behaviour for customers value perspective establish some benefits such as reliability, enjoyment as well as some sacrifices which includes complexity, perceived effort for the customer. Social media in its broader field will be analysed in the next chapter.

3.5 SOCIAL MEDIA MARKETING

Social media is yet another tool that enhances the feasibility of e-marketing strategy. Unquestionably, social media has taken over most people's time of work and sometimes they spent time on it more than their scheduled hours of work. Statistics has shown that around the globe there are about three –fourth of all people that visits online social site at some particular point in time. This unanimously attest to the fact that e-marketing strategic tool with social media is one of the best possible ways to lure customers. The world statistics is presented below:
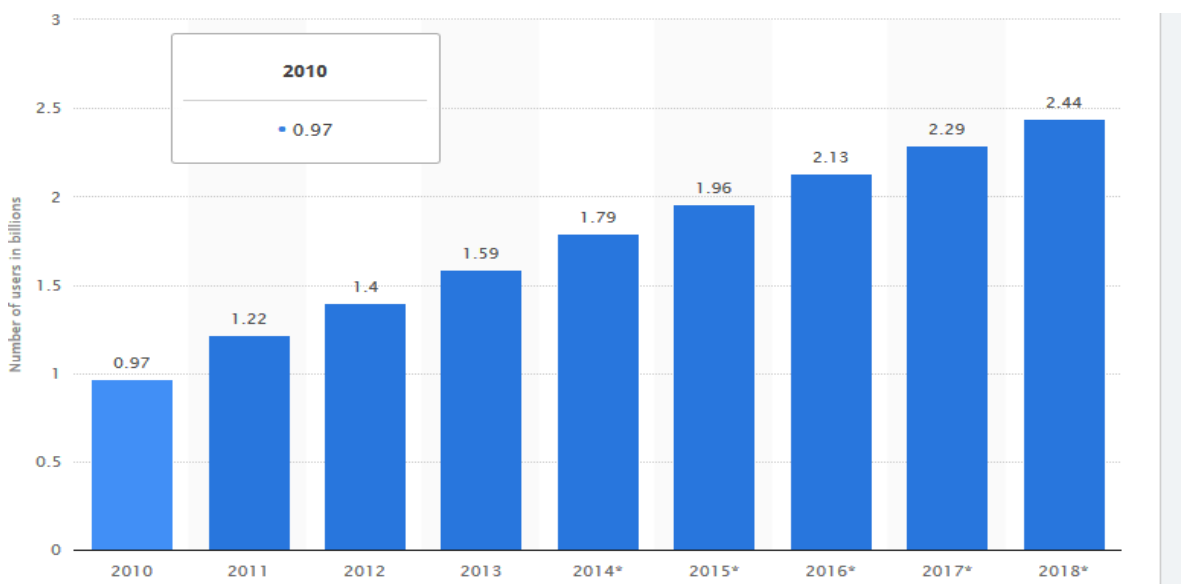
Figure 7: World's Statistics of social Media Users
Source: Adapted from Statista (2015)

According to Statista (2015), the social media is gradually progressing each and every year as it can be evidenced from the table above. In view of their research, marketers can engage in social media as a tool of internet marketing strategy to attract customers. Thoumrungroje, (2014); Balakrishnan et all (2014); Erdoğmuş and Cicek, (2012), proposed that the influx of social media has a greater influence towards customer behavior, positively, and also brand loyalty of customers is highly affected with the use of social media. To them the emergence of social media does not only affect the marketers but also it proposes different purchasing dimensions to customers. Often times most people disentangle themselves with what is meant by social media and the use of social media marketing by most businesses, per the general overview of our previous discussions concerning social media, I

will channel the attention to social media marketing and why the need as a e-marketing tool in the next chapter.

3.5.1 What is Social Media marketing and why?

There are many definitions coined by renowned expects in the field of digital or internet marketing. Holistically, Social Media Marketing (SMM) is to lay emphasis on different dimensions of media platforms in the quest to embark on marketing campaigns of products by marketers. Before the emergence of social media, marketers were much in tuned with the perception of creating a website to expose their products. Additionally, through social media dimensions most companies can now showcase their products in any of the social media outlets, talk of the Facebook, Twitter, and LinkedIn and among others. A research spearheaded by Erdoğmuş et all (2012), enumerated the multiple effects brought by social media within the power structures in market places. The author made mention of the how in spite of the aforementioned predicaments, customers are now engaged as part of corporate marketing strategies. This approach to the authors involves passive usage of social media as a source of customer voice as well as market intelligence and penetration Much as the need for social media in current marketing situations, the question here is why?

3.5.2 Benefits and cost Associated with Social Media Marketing

Owing to the above, social media marketing has its prospects as well as its predicaments. According to (Roberts and Zahay, 2013), on a wider scale, social media marketing entice users to increase their visibility and in the course enhance more visitors to companies' websites. The more customers get access to companies' websites the more they will get to know their products available for sales and finally increase sales volume

Again, SMM contributes greatly to search engine perceptibility in many dimensions as previously discussed but the most important of it is the quick generation of incoming links to the customer. By virtue of social media, a well writing links do appear for customers to tap in for enquiry into new products and subsequent negotiations.

On the contrary, there are popular misconceptions about the use of social media in marketing which in diverse ways go against or tarnish marketers' perception of the use of it.The perception of social media been free is not always the case, indeed most of the popular social media sites are free but not all.

In addition, most pages on some of the social media sites are such as Facebook, Twitter and among others are sometimes modified at a certain amount of cost. This makes it inevitable for customers to penetrate through and hence adding a long run cost to marketers. Within the spheres of benefits and cost associated with social media marketing. Marketers can entrench a strategy to evolve in their plans as a basic tenet of e-marketing channel for success.

3.5.3 How social media strategies are developed and measured?

It cannot be gainsaid that good SMM emanates from a critical strategic point of view of the company that initiates it. However, the platform must be incorporated into the firm's whole marketing strategy and events. This poses a lot of questions such as:

- On what account the way and manner in which companies introduce social media marketing into their strategies.
- What are the steps in developing social media marketing strategy
- How are the strategies measured to see the effectiveness and efficiencies of it within the stipulated times in operation.

According to Owyang et all (2009), in spite of different researches made by renowned authors in the field of social media marketing, there is general understanding and acceptance of these steps necessary to initiate SMM strategies for a company. To the researchers following and critically adhering to these steps renders a positive relationships with customers. These steps are diagrammatically shown below:
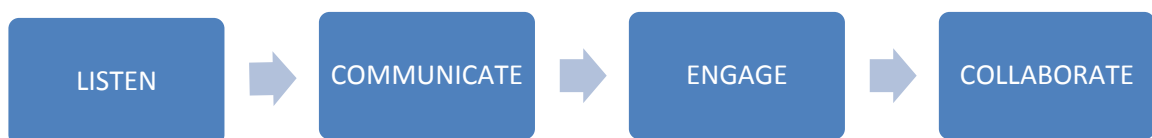
Figure 8: Steps in developing social media strategy. Source Owyang et all (2009)

In Figure 22.it can be seen that developing social media strategy starts from the notion of the kind of customers you want to attract, the marketers must stick to listening to their target audience before any initiation. A portable way to go about this is to do a small survey

and track the willingness of customers to accept such means and that becomes an initial stage of developing the strategy in question.

Secondly, as a matter of listening to target audience before developing a social media strategy, communication is what marketers do next. The enigma here is that the path and roads of social media changes, that is making it no longer one-marketer to multiple –audience – membership type of interactions, but rather many-to many communication set in. It is mostly difficult because customers now establish their rules of communication without the marketer's interference. All marketers must be endeavored to think of themselves as creators and communicators of what they want to channel out to their target audience in developing the social media strategy.

Engaging customers in the social media development, works in tandem with communication aspect of it.The companies aim to communicate through social media needs to be relevant and engaging, or it will not attract any attention from customers. The primary goal of social media marketing is to attract more customers and win customer loyalty. Therefore, it is prudent to capture most customers who can simply make use of the content in the social media initiated by marketers.

Finally, by virtue of engaging with customers through social media, the act of collaboration follows. The outcome of collaborative incidence in social media development comes with a number of factors such as consumer- created adverts, introduction of new products from marketers, etc.

II. ANALYSIS

4. INTRODUCTION

This section of the thesis focuses on the analytical issues emanating from the point of view of the company as well as customers in general. In an attempt to re-engineer internet marketing strategies for Unilever Ghana, the researcher intends to analyze consumer as well as company sentiments towards internet purchasing or expectation. The results of both company and customer towards e-marketing are discussed in the subsequent chapter.

4.1 COMPANY ANALYSIS

Unilever is a multinational company that deals in a variety of products; both consumable and non-consumable goods. Unilever started its business on a larger scale by setting its first factory in the Netherlands, in the year 1890.The company has since its inception been listed in the stock exchange market.

Additionally, Unilever is a multi-national corporation, formed of Anglo-Dutch parentage that owns many of the world's consumer product brands in foods, beverages, cleaning agents and personal care products. Unilever employs nearly 180,000 people and had worldwide revenue of almost €40 billion in 2005, and has been increased to €49 billion in 2014. The company is a dual-listed company comprising of Unilever NV in Rotterdam, Netherlands and Unilever PLC in London, England. This arrangement is originally in the same situation as Reed Elsevier and that of Royal Dutch Shell prior to their unified structure. Both Unilever companies make use of the same directors who run the entire affairs of the company with a single perception in mind, in terms of running the business. The current non-executive Chairman of Unilever N.V. and PLC is Michael Treschow while Mr. Paul Polman is the Group Chief Executive. (About Unilever, 2015).

Again, corporate vision of the company has been to help people around the globe to feel good, look good and also to get more out of life. This vision signifies how the company understands clearly business strategy within the 21st century of considering consumers and their lives first. The author will highlight more on the history, strategic position of the company as well as the market share of its competitors in the next chapter.

4.1.1 History

Unilever was founded in 1930 through a merger by the British and the Dutch companies, that is Margarine Unie (now Unilever PLC in London, U.K and Unilever N.V in Rotter-

dam, Netherlands) respectively. In 1872 before the merger, Jurgens and Van den Bergh, the Dutch, built factory in Netherlands for the production of Margarine made from milk and fact. In 1927, they formed Margarine Unie (margarine Union) together with two European Businesses, Centre and Schicht. Lever & Co on the other hand was founded in 1884 by British William Hesketh Lever and his brother, James, and was producing soap – Sunlight soap for people in England especially for women. William Lever wrote: "to make cleanliness commonplace; to lessen work for women; to foster health and contribute to personal attractiveness, that life may be more enjoyable and rewarding for the people who use our products".

Unilever N.V and Unilever PLC comprise Unilever group. Both companies have the same directors. Its annual turnover in 2013 was €49.8 billion as against €48.8 billion in 2014.Unilever brands consist of Food, Beverage, and Home and Personal Care. Some of these products are Knorr, Breyer's and Magnum, Lipton, Omo (detergent) etc.

In May 2007 it became the first tea company to commit to sourcing all its tea in a sustainable manner, asking the Rainforest Alliance, an international environmental NGO, to start certifying its tea estates in East Africa. It declared its aim to have all Lipton Yellow Label and PG Tips tea bags sold in Western Europe certified by 2010, followed by all Lipton tea bags globally by 2015. Covalence, an ethical reputation ranking agency, placed Unilever at the top of its ranking based on positive versus negative news coverage for 2007. In 2008 Unilever was honored at the 59th Annual Technology & Engineering Emmy Awards for "Outstanding Achievement in Advanced Media Technology for Creation and Distribution of Interactive Commercial Advertising Delivered through Digital Set Top Boxes" for its program Axe. (About Unilever, 2015)

4.2 UNILEVER COMPANY GHANA

Unilever Ghana, as the focus of my research, is indisputably one of the most leading companies in Ghana in terms of both consumable and non-consumable goods. Over the years, management has taking it upon themselves to improve its marketing strategies, all with the intention to outcompete their competitors and to earn greater propensity of market share at the end of the trading year. In this marketing frontier, with increasing dimension and technological strategies in place, this research aims at how this renowned company (Unilever, Ghana) can restructure its internet marketing strategies to meet the demands of the citizenry in Ghana.

The research gives a brief History of Unilever in Ghana, considers the market analyses giving rise to the SWOT analyses of the company as well as the PESTLE analyses of it, discusses its main competitors in Ghana and enumerates its corporate social responsibilities in Ghana.

4.2.1 Brief History of Unilever Ghana

Unilever Ghana is Ghana's leading manufacturer of fast moving consumer goods and is one of Ghana's leading corporate citizens. It all began in 1787 when two European trading firms, Swanzy and King arrived in the Gold Coast. They later merged in 1931 to form the nucleus of the United Africa Company of Gold Coast (UAC) with a strong commitment to the socio-economic development of the nation - trading, manufacturing, agriculture and real estate. In 1963, UAC established Lever Brothers, a consumer goods manufacturing business.

Unilever Ghana came into being on July 14, 1992 when the two significant and complimentary Unilever PLC subsidiaries, UAC Ghana Limited, reputed for excellence in marketing and distribution, and Lever Brothers Ghana Limited which is strong in manufacturing, merged to form Unilever Ghana Limited. (About Unilever Ghana, 2015).

The influx of Unilever into Ghana has seen up and downs in its operations, yet is argued that the company still maintains to be one of the leading companies in Ghana in terms of market share.

4.3 MARKET ANALYSES OF UNILEVER GHANA

Every company has the ultimate goal to survive in the business environment, likewise Unilever company Ghana. Prior to achieving these set targets in the business front, companies usually analyze their market share. For the sake of restructuring internet marketing strategies for Unilever Ghana, the author will consider the market share of the company by reviewing prospects and predicaments that might hinder the progress of the company, taking cognizance of SWOT and PESTLE situation of the company.

4.3.1 SWOT analyses

The overall evaluation of a company's strength, weakness as well as its opportunities with its treats is called SWOT analyses. In line with the bid to re-structure e-marketing strate-

gies for Unilever Ghana, the author intends to analyze the aforementioned situation of the company. (See table 3)

Table 2: Strength and weakness of Unilever Ghana

Strengths	Weakness
1.Recognised as a global company	1.Limited customer connection
2.Strong brand portfolio	2.Lack of control in the market
3.Strong relationship with retailers	3.Inefficient management of brands
4.Corporate social behavior	4.One main Depot for distributing in the country
5.Variety of products	5.Centralised management
6.Economies of scale	6.Reduced Spending on R&D

Additionally, Unilever Ghana is embedded with some opportunities as well as its treats. These are tabulated below (see table 4).

Table 3: Opportunities and Threats of Unilever Ghana

Opportunities	Threats
1.Changing customers preferences	1.Decrease in revenue
2.Increasing needs of health products	2.Strong competition(Nestle)
3.Low income consumers	3.Tougher business climate
4.Rapid increase in population	4.Exchange rates and Economic crisis

4.3.2 PESTLE analyses

In general, a business unit has to monitor key macro environmental forces (demographic-economic, technological, political-legal, and social-cultural) and significant microenvironment actors (customers, competitors, distributors, suppliers) that affect its ability to earn profits. By virtue of implementing internet marketing strategies for Unilever Ghana, the author will give a brief analysis regarding the above-mentioned variables.

Political

Politics of Ghana is established as a structure of a presidential representative democratic republic, initiating the President of Ghana as both head of state and head of government, and of a multi-party democratic system. The seat of government was originally located in the Castle but now moved to Golden Jubilee House. Executive power is implemented by

the government. Legislative power is vested in the hands of both government and Parliament. The Judiciary is independent of the executive and the legislature.

The 1992 constitution of the Republic of Ghana mandates a charter for republican democratic government which declares Ghana to be in a united front and sovereign nation. This intends to prevent future coups, dictatorships, one-party systems as earlier experience by the citizens, hence the ideology of power sharing.

Every year the government of Ghana makes it emphatically clear of its intension in its budget to attract foreign investors into the country. According Quanor et (1997), previous government has made provisions to establish internet connectivity in Ghana. It is worthy to note that Ghana stands as the second Sub –Saharan West African Country to achieve full internet connectivity in August 1995 which attracted the interest of other neighboring countries to join the crusade; like Togo, Nigeria, and Liberia among others. . In line with hosting internet infrastructure in Ghana, there has been a big enhancement: That is new Sun Ultra SPARCS and a DEC Alpha AXP have been added to the configuration to update internet connectivity in Ghana by the successive governments, it was asserted from the inception of internet in Ghana that every region of Ghana will be equipped with the necessary internet connections, therefore there is a current Web hosting for companies in the capital of Ghana and its environs who advertise on the Web. Since the government over the years has seen the need to strengthen internet connections in Ghana, it is indeed prudent for Unilever Ghana to embark on their restructuring exercised so far as internet or online purchasing of commodities are concerned

Economic

Ghana has been classified as one of the prosperous West African countries by all standards and also seen as one of the fastest growing economies in recent times. A current survey by (Alex Court, CNN. COM, 2014) shows that Ghana is seen as number seven (7) of the prosperous countries in Africa in 2015.

Prior to the above, the recent production of oil in Ghana has increased the hopes of economic analyst across the world to revise upwards the country's gross domestic product (GDP), urging hopes for greater propensity to curb abject poverty within the frontiers of Ghana. Additionally, estimates from the Bank's Global Economic Prospects place Ghana

as the fastest growing economy in Sub-Saharan Africa for 2011, with a forecast GDP growth of 13.4 per cent.

The statistics of Ghana regarding its economy from 2012 to 2015 are summarised below according to the (**worldbank.org, 2015**).

Ghana advanced from 41st to 30th rank out of 179 countries and 3rd in African continent according to the 'Reporters Without Borders' 2013 Press Freedom Index report. Ghana also maintained its 2013 ranking of 7th out of 52 countries on the Mo Ibrahim Index, moving its score by 1.6 to 68.2 per cent. This performance replicates the optimistic effects of an improving atmosphere for democratic governance, coupled with a steady improvement in the effectiveness of public institutions and persistent economic growth, resulting in Ghana attaining a lower middle income status on July1, 2011.

On the contrary, the country's economy slowed down to 7.1% in 2013 and is expected to remain lower around 6.0 % for the full year 2014. In the season of macroeconomic challenges, economic growth slowed down in the first quarter in 2014 as the manufacturing sector contracted sharply. GDP growth rate in the first quarter was 6.7%. The slow pace of the economy was mainly determined by the 21.2% contraction in the manufacturing sector which upturned the growth in the whole industry sector and other sectors of the economy. Yet, growth in 2014 and beyond is expected to remain favourable at around 6%. Despite the disadvantage risks in the short-term, Ghana's growth predictions are confident in the long-term, at around 4-6% per capita.

With the above prospects and predicaments in the Ghanaian economy, industries can expand their strategies in many dimensions. Restructuring internet marketing strategies for Unilever Ghana giving the current economic conditions of Ghana will not be in vain, despite the unstable economic challenges the county is undergoing.

Social-Cultural

Ghana's total population is currently approaching about 27million people as against 24.4million people in the (2010) population census. This reflects the fact that the population of Ghana is increasing at a faster pace at about 2.5% annual growth rates. The country is characterised with younger populations representing more than 60% of the entire population as at 2010 population headcount. This serves as an omen for future development in

terms of production, technological innovations and among others (**Ghana Statistical service, 2015**)

Ghana is embedded with 10 Capital regions with more than 110 districts. The capital is Accra which is regarded as highly densely populated region, with the second highest capital been Kumasi in the Ashanti region, it is also seen as the most populous region in Ghana as a result of trading and business oriented focus.

According to the survey carried out by the (Ghana statistical service, 2010), the following statistics were attained, that is about 71.2 per cent of the population profess the Christian faith, followed by Islam (17.6%). Only a small proportion of the population either adhere to traditional religion (5.2%) or are not affiliated to any religion (5.3%). Apart from the Northern region where Islam is the main religion (60.0%), a larger number of the population in the other nine regions are reported to be Christians. The region with the maximum amount of those who keep to the traditional religion is Upper East (27.9%), followed by Northern (16.0%) and Volta (14.1%). Brong Ahafo (7.3%) and Western (6.7%) regions have the greater proportions of population with no religion affiliation. By and large, more females (73.4%) than males (68.8%) were described as Christians. On the contrary, a touch of more males (18.3%) than females (17.0%) soar to the Islamic religion. Again, more males (6.7%) than females (3.9%) avowed to have no religion.

In the light of educational and literacy level, the survey revealed that majority (74.1%) of the population 11 years and older is literate. An increased proportion (67.1%) of the population can read and write in English.

As a result of a sizable number of population engaged in religious denominations coupled with educational level of the country, enacting internet marketing strategies for Unilever will be feasible for customers. Average number of Christians as well as Muslims holds a lot of festivities in their respective occasions, decreasing sales of business in Ghana in my so many ways. The influx of e-marketing strategies effectively will enhance customers who are affiliated to their religion in Ghana the opportunity to get access to any products at that particular day without necessarily waiting at the end or walking to their respective Unilever channel for purchase.

Again, with Ghana holding majority of its population in the youthful age with more than half of the population been literate, it is believed that potential internet marketing strategies of Unilever will be successfully adhered to.

Technological

In Ghana, technological indulgence is increasingly becoming the other of the day. Successive governments over the years have made technology their gateway for success; infrastructures governing the use of internet are developing very fast to attract foreign Direct Investments (FDI) in Ghana. According to the internet world statistics retrieved from (modernGhana.com, 2015) the world's total population as at 2011 was 6,930,055,154 and out of that number, 2,267,233,742, a penetration percentage of 32.7% made use of the internet from the entire world population, 1,037,524,058 was characterized by continent of Africa with 139,875,242, a penetration percentage of 13.5% of that number made use of the internet.

Ghana, as of 1999 had a total number of 18,599,549 and more than 20,000 people out of that number was internet users. This number continued to rise from 2,085,501 internet users out of a population of 24,791,073 in 2011 to 3,568,757 internet users within a population of 25,292,392 as at June 30 2012, and currently internet users in Ghana is approximately 5,171,993 out of the entire population. A report from (KPMG, 2012) indicated that Ghana is been recognized as a conducive environment for Business Processing Outsourcing (BPO) and was positioned as the No. 1 endpoint in Sub-Saharan Africa ahead of Mauritius and Senegal, and Number 15 globally out of 50 countries by the 2009 by Kearney Global Services Location Index (GSLI)

In view of the technological innovations being embraced in Ghana, there is an advantage for Unilever Ghana to also introduce internet marketing strategies to lure customers. The use of mobile phones to execute activities in business front is also an advantage for the customers as well as Unilever Ghana since almost all internet connectivity's in Ghana has applications that will aid customers to adhere to new products been brought to the market.

Legal

Republic of Ghana has a constitutional elected government with different ideas to operate in governance. Ghana operates a unitary republic based on a constitution which was approved by referendum in 1992. Ghana's president is assumed to power on the bases of ma-

jority of the people through a vote cast at the election year; however, members of Ghana's parliament, alternatively, are at liberty to go for office without any term limits. In as much as Ghana follows the English common law systems, the 1992 constitution sets out the fundamental legal framework for all businesses. The constitution of Ghana mandates a self-regulating judiciary, self-governing legislature and an executive headquarters of government.

The Ghanaian legal regime provides for the following business forms and vehicles: Unincorporated businesses/sole proprietorships; incorporated partnerships; State-owned limited liability companies; Company limited by shares; unlimited companies (Members of the business are not limited on the liability pertaining to the business. The few unlimited companies that exist are mostly law firms and other professional organisations that may be prevented from operating as limited liability companies by professional rules and Multinational companies that are incorporated bodies planned outside Ghana and seeks to operate in Ghana register as external companies if they establish a place of business in Ghana. Additionally, Ghanaian law provides for the establishment of companies limited by guarantee that is the liability of shareholders in case of debts of the company, this is limited to amounts that they respectively undertake or guarantee to contribute to the assets of the company in the case of insolvency .Such companies limited by guarantee can be merged solely for non-profit activities.

Legally, under the Companies Act, 1992 companies may be either publicly or privately owned. Private companies are characterised with regulations such as: (1) Limit the right to transfer its shares; (2) Decrease the total number of its members and debenture holders to Fifty(50), not taking into considerations present and past employees who continue to be members or debenture holders of the company; (3) Disallow the company from making an invitation to the public to acquire shares or debentures of the company; and (4) Does not encourage the company from making an invitation to the public to deposit money for fixed periods, whether representing or not in any interest. All other companies are public companies. The legal framework for businesses in Ghana offers a fruitful atmosphere for companies to operate without any havoc.

In view of proper legal systems concerning the operations of business in Ghana been, Unilever Ghana stands the chance to restructure its internet marketing strategies to meet the needs of its customers in this technological era.

Ecological/Environment

Ghana's environment is conducive for any business of its kind; however it is suitable mostly for agricultural, farming, tourism etc., because of the climatic conditions of the country. Ghana experiences rainy seasons and dry seasons in a year. This weather influences a bumper harvest for agriculturist within the farming seasons.

Nonetheless, consumable and non-consumable foods are been sold in companies like, Nestle, Unilever and among others which farmers make use to be able to work in their respective farming centres.

In view of this environmental conditions in the country, thus making most customers such as tourisiers, farmers, and agriculturist among others inability to meet the brick and mortar style of going to shops to purchase and check their needed products, it is vital for these customers to make use of the internet in these processes. The tendency for climatic conditions in Ghana to overhaul the market share of Unilever Ghana, it has necessitated the need to strengthen their existing e-marketing strategies.

4.4 COMPETITORS OF UNILEVER GHANA

Unilever Ghana is a multinational company in Ghana who deals with a variety of products on the market. A wide variety of products sold by this company are not only for consumption but also used in other spheres of life. The succeeding chapter of the research will elaborate on some of the competitors of Unilever Ghana in the marketing arena.

Nestle Ghana Limited

The history of Nestle dates back in 1866 through the first European condensed milk factory established in Cham, Switzerland, by the Anglo-Swiss Condensed Milk Company. The founding father of Nestle, Henri Nestle who was originally trained as a pharmacist saw the need to blend cow's milk, wheat flour and sugar which was purposely meant to save lives of his neighbour's children. This nutritional idea by Nestle was launched as *Farine lactee.*The successful implementation of Nestlé's idea influenced him to broaden his horizon by turning the whole idea into a company in 1905.(about Nestle.com)

The extension of Nestle in various parts of the world brought fore to Ghana on the year of independence in the country, 1957, Nestle products was then imported into the country. In 1968, the company was incorporated as Food Specialties Limited to manufacture and expands its marketing tentacles in the field of Nestle brands. The company became limited in business in 1987, and subsequently mass production of IDEAL Milk and MILO IN 1971 at the Tema factory. As of now there are varieties of products from the Nestle Company in the market. These products are not only produced and sold in Ghana but are also extended to the West African sub regions. The company has sales office with their respective warehouses all across the entire country. The headquarters of Nestle Ghana is situated in Tema, which is closer to the capital city of Ghana. For all these and other benefits coming out from the company to Ghanaians, the company has been labeled by government and other abled- bodies as responsible in their doings. (About NestleGh.com).

In view of the mass expansion of Nestle to all part of Ghana and the West African sub region, there is a considerable effort by management to embark on technological phenomenon to lure customers. In the quests to maximize sales in each company in this current world of technology, Nestle has outlined their intensions to break into the market. (Report of Nestle, 2012)

Pioneer Food Cannery Limited

Pioneer Food Cannery (PFC), previously was handled by Mankoadze Fisheries and its partners, Star Kist, became an officially owned H.J. Heinz Company in 1994 to principally engage in tuna processing and canning for export. PFC has its headquarters in The United States of America which is classified as one of the leading private companies in Ghana mostly producing consumable goods for the citizenry.

The company is labelled as Ghana's largest processor and exporter of tuna products, proud producers of Star-Kist tuna and other quality brands such as John West, Petit, Navire, Mareblu, Tesco, ASDA, etc. This has been adjudged the 'Best Fish Processing Company Establishment for the Year 2010/2011' by the Ghana Standards Authority (GSA) for a second successive year, since its establishment in 1975 towards undergoing improvement over the years, to conform to the demanding requirements of existing regulations. Pioneer Food Cannery Ltd, Ghana is situated at Plot No 10/11, New Town Road, Tema

Retailers across the country and other sister countries deals with this company for their products. This makes the company largest and most efficient agro-processor in the fisheries sub-sector, and by adding value to 95% of landed tuna in Ghana. Additionally, the company offers direct employment to more than 1,800 Ghanaians

4.5 CORPORATE SOCIAL RESPONSIBILITY (CSR)

Business dictionary defines CSR as, "A company's sense of responsibility towards the community and environment (both ecological and social) in which it operates." According to the Business Dictionary, companies express this citizenship through their waste and pollution reduction processes, contributing educational and social programs and earning adequate returns on the employed resources The World Business Council for Sustainable Development also proposes a definition for CSR as, "The ethical behaviour of a company towards society, whereby the management acts responsibly in its relationships with other stakeholders, who have a legitimate interest in the business.

In this regard, Unilever Ghana's corporate mission is centered on the needs of its customers and aspirations, and also inspires diverse ways to reach out to customers with the needed products that tends out to assist them get more of conducive life. Corporate social responsibility (CSR) in Unilever incorporates a wider array of interactions with the society at large. This means reliably managing a multiple number of employees, consumers, shareholders, suppliers, governments, local communities and many others in bigger society. The sole pledge to high standards of corporate behaviour is a critical part that is at the hearth of the company's operating tradition and customs.

Over the years, Unilever Ghana has contributed immensely in the area of social responsibility as spelled out in the code of ethics of the company in many diverse ways. However in 2010, the main CSR activities carried out by the company was focused on;

Hygiene – Enlightening the country on suitable sanitation in the communities through education programmes.

Health – construction of bore holes in communities to provide potable drinking water for seven communities in the Eastern Region. It is believed that the extension of the programme will not end in the eastern part of the country but rather all the ten regions in the country that lacks the necessary social amenities.

Empowering women in the communities: As part of the corporate social responsibilities of Unilever Ghana, there is an on-going sizable building workshop for 105 women in small and medium enterprises. (Unilever Report, 2014)

4.6 CURRENT E-MARKETING STRATEGIES OF UNILEVER GHANA

There are number of internet marketing strategies that companies make use of in this era of technological penetration. Some of these internet strategies that are adhered by most businesses includes, link building, Search Engine optimization(SEO),Pay-per click, social media marketing, Article marketing, Public Relations(PR),Websites partnership and blogs, Email marketing, retargeting among others.

Alternatively, the current e-marketing strategies of Unilever Ghana are basically centered on social media marketing coupled with the website of the Company. According to the secondary data of the company and interviews that went on at the initial stages of the research, the company has it in mind to embark on internet marketing strategies in the near future. The enigma of the issue above is not only based on inability of the company to institute strategies in place but also customer's willingness to get acquainted with the strategies.

4.6.1 Deficiencies in their e- marketing strategies given space for research

Deficiencies of internet marketing strategies of Unilever are embedded in the hands of both the company and the customers in question. This makes it worth noting to restructure the strategies' to meet the attention of both, in spite of the already existing ones enumerated above. Some of the lapses of existing e-marketing are entrenched in the following ways:

Lack of education on the parts of customers: There are no marketing researches that delve into the section of population that can be focused on the use of internet or online buying. Most often than not, customers' needs to be educated on the zeal of a company to embark on a project for the benefit of the intended audience. A chunk of the population in Ghana is not merely susceptible for the use of the internet but rather they are been choked in a number of activities that makes them unable to adhere to the usage, in this way, the company should addressed such audience on the necessity of using the internet to purchase or make enquiry even at their busy schedules. It is widely noted that the influx of internet is gradually washing away the brick and mortar kind of buying and it appears globally each now

and then, every customer is embracing the internet as a means for buying and checking available products.

Privacy issues and security issues: Company's inability to send signals to customers on their security and private issues is one of the deficiencies' that prevents customers to indulge in social media marketing. In spite of multiple social media techniques initiated by Unilever Ghana, such as Facebook, Twitter etc. Research shown that a number of clients still walk through their traditional ways in checking the available products in the store. This is attesting to the fact that customers are afraid to be captured with their details.

Problem of building relationships with customers: Customer relationships are built through exchange of emails and other social media response by companies. Unilever Ghana has email and other technological software's, but the question is how often do they send their clients messages and well wishes in this world of technological dispensation. This and all other deficiencies are incorporated in the tendency to restructure internet marketing for Unilever Ghana.

5. CUSTOMER ANALYSIS

The aim of this chapter is to present a general overview of methodological approach and design carrying out customer's perception towards online purchases, expectations of customers in internet marketing of Unilever, Ghana as well as inquiring about the current marketing strategies with the marketing team of Unilever Ghana. In this chapter, the methodology applied in evaluating customers' perception and expectations consists of probing questions for the current e-marketing strategies for Unilever Ghana. The topical areas discussed in this chapter are:

1. Method of data collection
2. Population
3. Sampling and sample size
4. Reliability and validity

5.1.1 Method of data collection

This research will use both primary and secondary data collection methods. The primary sources will include in-depth interviews to Unilever Ghana marketing teams. Secondly, questionnaires will be used to ascertain customer perception and purchasing expectations

of customers considering internet shopping in Ghana. This can be done accurately giving the purpose of which the research is geared towards; therefore it is prudent to know where to get data, as well as to find most suitable data for the intended research purposes (Mason, 2002). Questionnaire has been used because it is a well –established tool within social science research that aids in acquiring information on participant's social characteristics, present and past behavior, standards of behavior or attitudes and beliefs and also reasons for action with respect to the topic under investigation (Bulmer, 2004).

In other to ascertain the magnitude of consumer perception and expectation towards internet marketing of Unilever as previously stated, questionnaires were used. The questionnaire were mainly focused on the availability of purchasing through internet or online, pace at which customers make use of online or the internet in purchasing, reasons accountable for inability to purchase with internet as well as what customers expect regarding the use of internet in online buying process. The link of the survey was sent to customers in Ghana on their Facebook pages whiles others were distributed to customers in Ghana. The link to the survey was also emailed to some respondents. The period of data collection was between January 2015 to February 2015.

The questionnaire for the research was designed with two sections using close ended questions. The beginning of the questions was centered on the demographical aspects of respondents, Age, gender, marital status, education and employment level and the second part focused on consumer expectations of internet marketing or the perceived online buying behavior of customers. Some of the questions were geared towards online purchasing or shopping, factors affecting online purchasing of the consumer, consumer perception and expectation of online purchasing.

The survey questionnaire is attached in **APPENDIX A**.

5.1.2 Population

A population sample consists of participants or objects that are applicable for the study (Wilcox, 2009). In this study the author considered the entire population of Ghana since all members within the population in one way or the other use Unilever products.(add small later)

5.1.3 Sampling and sample size

Sampling is the process of selecting units (e.g., people, organizations) from a population of interest so that by reviewing the sample we may fairly generalize our results back to the population from which they were chosen. According to (social Research Methods, 2015), simple random sampling technique is the easiest form of sampling procedure to explain to others and it gives a clear indication to audience regarding how data was gathered. In this study, the researcher used probability sampling with simple random sample technique. This means that each member of the population has equal chance to be selected for the research. The sample size of the population was set to be 1000 of the population but 511 out of the population responded to the questionnaire.

5.1.4 Reliability and Validity

Reliability refers to the trustworthiness of data and the analysis of the data. It focuses on testing accuracy of the research, and whether the research is using the right method to the procedure of data (Mason, 2002). The choice of interview comes from the fact that researchers need to understand respondents' specific manner on the current e-marketing strategies in Unilever Ghana, in order to have in-depth knowledge of current e-marketing strategies for Unilever Ghana, interview questions are carefully designed for the marketing team of the company

Validity, on the other hand, refers to the degree or the magnitude in which a particular research is purposefully or actually intended to be measured for (Saunders et all, 2003). Validity is to measure if researchers manage to find relevant data to answer the research questions, support the study purpose. To ensure the validity of the empirical data, the author used publications, annual reports as well as press release of Unilever Ghana. Again, in order to find the proper data to answer research questions about the current e-marketing strategies of Unilever Ghana, the interview themes and questions are designed based on the research questions. All interviewees hold the highest position in the Unilever Company Ghana. The first interviewee is the regional head of Sales in the marketing department, whiles the second interviewee is the head of Master Data Management (MDM) Lead, Unilever West Africa at Unilever Ghana Limited.

5.2 ANALYZING DATA AND RESULTS

A survey was designed to collect data that was necessary to evaluate customer's perception towards internet marketing, in other words online purchasing and expectation of internet

purchasing of customers in Unilever Ghana. And then test the design methodology to help the author facilitate a project of restructuring internet marketing strategies for Unilever Ghana.

The data was analyzed in tandem with the goals and objectives of the research. Descriptive statistics and hypothesis testing using the Fisher's exact test were employed in the study. Fisher's exact test was used to test the dependence of the variables because the assumption of contingence table of the full data met was more than 100% of the sample in the table but the number of observation/expected value was below 5. The formula in equation 1 below was used in calculating the p-values. The SPSS statistical software tool was also used in the data analysis. If the P-value is less than the test statistic, the hypothesis is accepted however if P-value is more than the test statistic, then there is no correlation between the variables.

$$p = \frac{\binom{a+b}{a}\binom{c+d}{c}}{\binom{n}{a+c}} = \frac{(a+b)!\ (c+d)!\ (a+c)!\ (b+d)!}{a!\ b!\ c!\ d!\ n!}$$

(1)

The results analyzed are explained below.

Descriptive statistics of respondents (Results and findings of data)
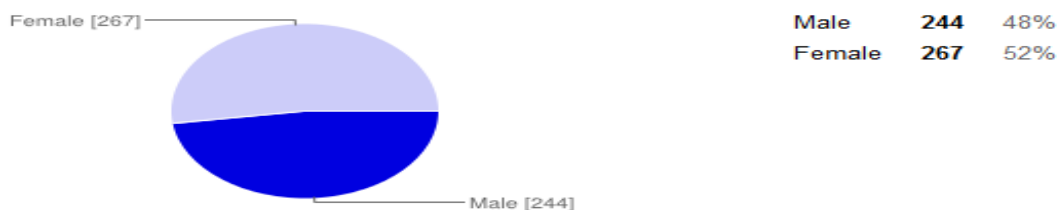
Figure 9: Statistics of Gender and Marital status

3. Are you

Unemployed [225]

Other [64]
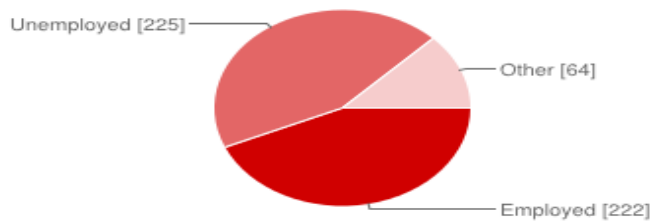
Employed [222]

Employed	**222**	43%
Unemployed	**225**	44%
Other	**64**	13%

4. Please enter your age

30-50 years [168]

51 years and [6]
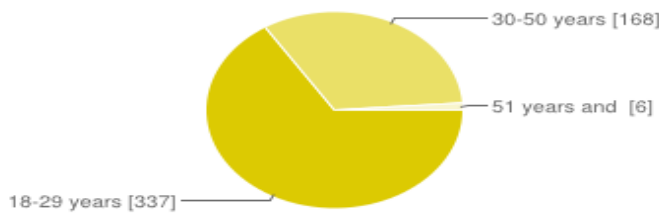
18-29 years [337]

18-29 years old	**337**	66%
30-50 years old	**168**	33%
51 years and over	**6**	1%

Figure 9.1: Statistics of Employment level of respondents and Age

According to the questionnaire survey in Ghana a total of 511 respondents were ap-proached, 48% males and 52% females indicated in Figure 4.1 above. The age structure of the respondents was as follows: 66% under the ages 18-29 years, 33% aged 30-50 years, and 1% was aged over 51 years. The marital status of respondents was as follows: 63% of respondents were singled whiles 37% were married. The educational level of respondents were analyzed as 43% were employed whiles 44% were not gainfully employed, and 13% represented other indicating national service persons or persons on casual employed citi-zens as seen in (**Figure 9 and 9.1**) above.

In line with the zeal to ascertain the relationships and dependence of internet or purchasing behavior of customers, the following hypotheses were set

H1.The internet purchasing behavior is determined by one's educational level, age, gen-der.

H2.The most important factor in checking availabilities of Unilever products is through customer's educational level.

H3.The most important factor on the rate at which customers purchase through internet is by their level of education, age, gender.

H4.The inability to purchase Unilever products by customers is influenced by the educa-tional level of the customer.

H5.The tendency to purchase through internet by customers is directly proportional to the level of education of the customer.

Dependence of the given variables was tested using **Fisher's exact test** at a significant level of α=0.05. On the assumption of comparison with achieved value of x^2 and core set of data values it has been determined to know whether we should reject or accept the stated hypothesis. All calculated P-values from the respondents recorded less than the level of α=0.05, representing some dependence in the variables below.

```
Fisher's Exact Test for Count Data with simulated p-value (based on 2000
        replicates)
data:  ctb
p-value = 0.0004998
alternative hypothesis: two-sided
```

Surveys results indicating dependence between Education and Online buying behavior of customer's, Educational level and the rate of checking availability of Unilever products, Educational levels and frequency customers use internet to purchase products at Unilever, Educational levels coupled with the rate of purchasing Unilever products through the use of internet, Education and reasons to purchase through the use of internet are detailed below.

Additionally, age and gender of customers are analyzed based on how often customers purchase through internet, checking availabilities of products in Unilever, online buying behavior regarding age and gender of customers and other relationships between variables pertaining to the expectations of customers in the next chapter.(see figure 3)
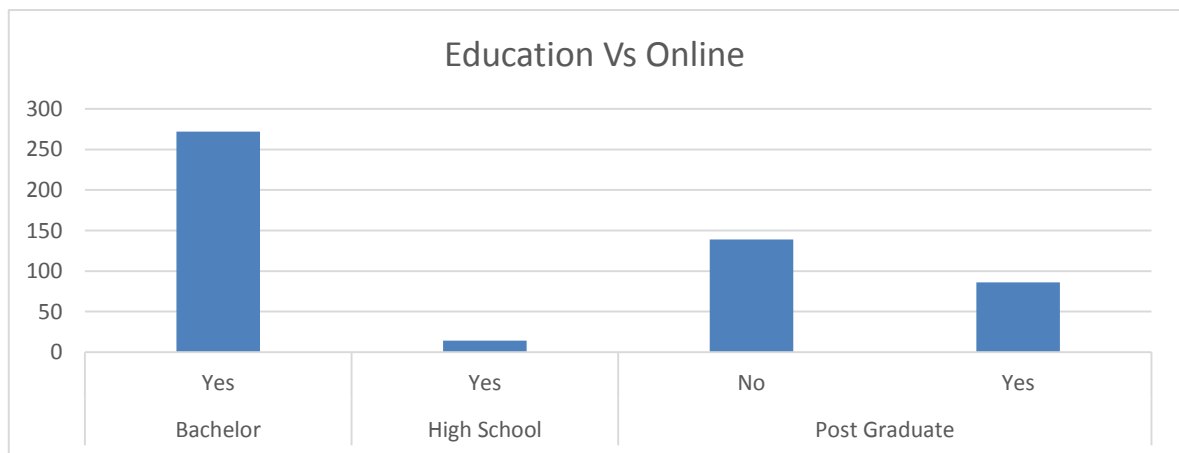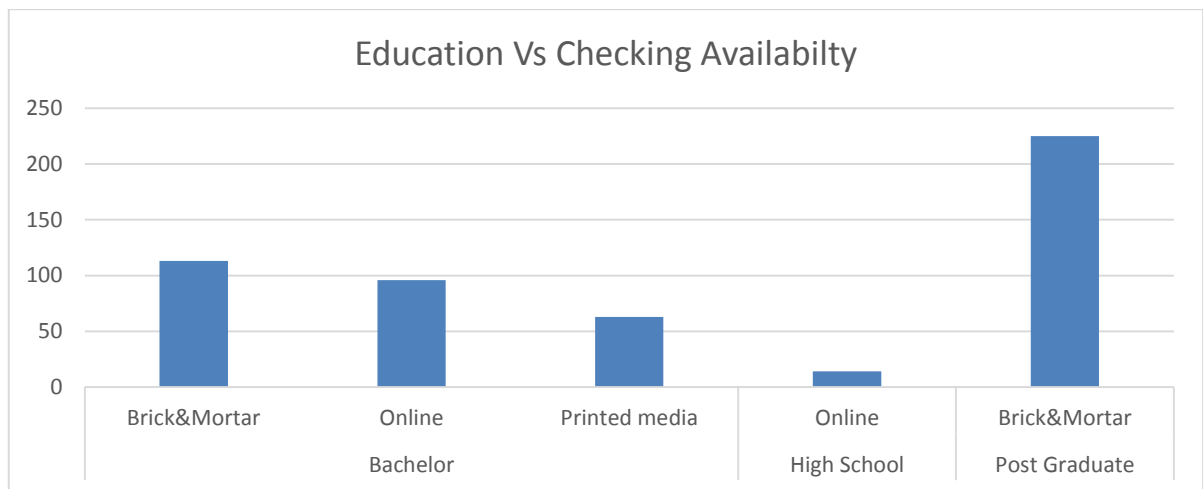

Figure 10: **Relationship between Educational level of customers and Online Purchasing**
Source: Created by Author

Using Fisher's exact test, the study investigated whether there is distinction between educa tional levels of customers with their online buying attitude .Calculated value of probability (P-value) was less than the significant level α=0.05, showing that education is dependent o n online purchasing behaviour of customers. From figure (3), it can be evidenced that Bach elor level of education are more stigmatized with the use of internet in purchasing with mo re than 250 respondents. A few of the high school respondents who contributed to the resea rch accepted the use of internet for their purchasing and respondents from postgraduate lev el of education was counter balanced in terms of purchasing through the internet, this migh t be as result of conditions pertaining internet buying in Ghana (see figure 3)

Based on the analysis a conclusion could be made that internet buying behaviour of custom ers regarding education and means of checking available products are dependent on each ot her .Through Fisher's exact test with significant level of α=(0.05) and P-value =(0.0004998) it was discovered in Figure 4 that Postgraduate students dwell mostly on Brick& mortar with more than 200 respondents of the sample population whiles bachelor are also exceedi ng online purchasing behaviour, however with the lowest number of respondents on high s chool, all makes use of online buying behaviour.

Figure 11: Relationship between Educational level and means of checking Unilever products
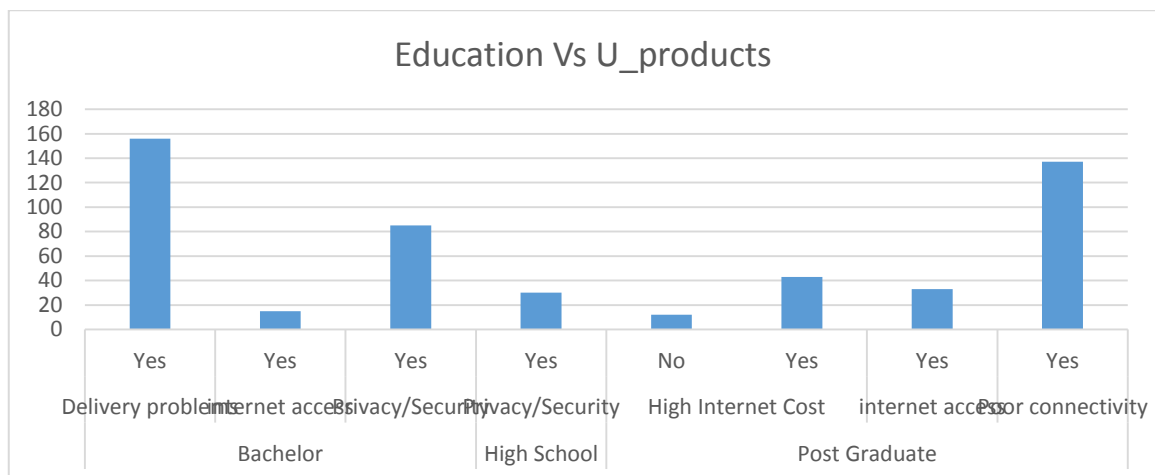**Source: Created by Author**

Survey results for educational level and the magnitude of how customers use the internet in purchasing seen in (Figure 5) shows that more than 200 respondents use internet in purchas ing once per every month, with high school following suits with less than 50 respondents p er month, post graduate on the other hand use internet within every week and once per wee k but within the limit of few respondents less than 50
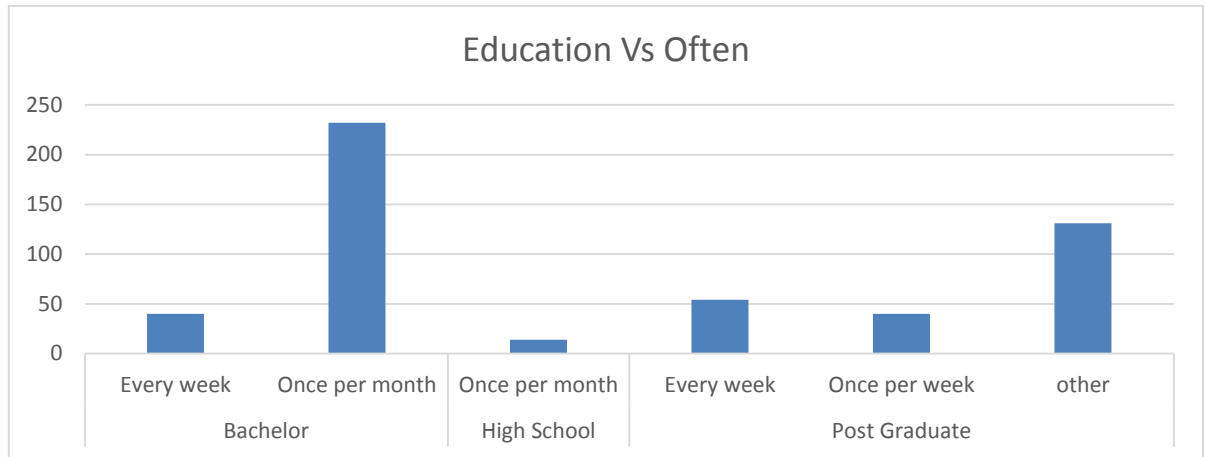
Figure 12: Relationship between Educational level and the rate at which customers purchase online
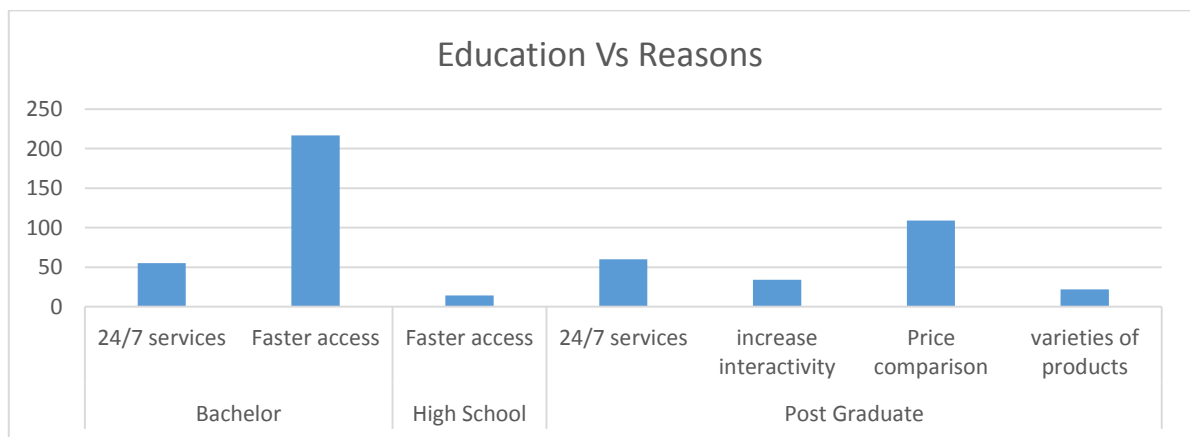**Source: Created by Author**

Survey for reasons not patronizing Unilever products in Table 5 shows that more than 90% of the respondents do purchase Unilever products .However, a higher number of respondents within the bachelor level do not intend to purchase through the internet because of delivery problem with alternatively a higher number of respondents from post graduate level attributing their reason of not making use of the internet as poor internet connectivity with few responding to cost attached to purchasing with internet. Respondents from high school level of education was few but rationally they all opted for the cost attached to the use of internet, probably they all fall under the category of unemployed situation.

Figure 13: Relationship between Educational level and Reasons for not patronizing Unilever products
Source: Created by Author

On the contrary, survey results towards education and the reasons of purchasing through the internet by respondents exhibited some interdependence after my calculation. More than 250 respondents from bachelor's level of education attributed their reasons of purchasing through the internet with the faster accessibility of products from Unilever whiles few considered their reasons to constant supply of internet. Respondents from high school were few yet they all channeled their reasons towards faster accessibility. Post graduate respondents on the hand, attributed their reasons of using internet on Unilever products as the ability to compare prices with few respondents seeing the need to adopt internet because of its constant supply.


Figure 14: Relationship between educational level and reasons for patronizing Unilever products
Source: Created by Author

Statistically, it was evidenced that there is a relationship between ages of customers and the use of internet in purchasing products at Unilever Ghana. As previously noted, almost 90% of respondents purchase Unilever products with ages between 18-29 representing more than 250 respondents use the internet to check available products at Unilever with more than 100 respondents also between 30-50 age limit using internet. Undeniably, ages above 50 do not use the internet at all in checking availability of products, they go to their respective shops to check and make decisions outright.
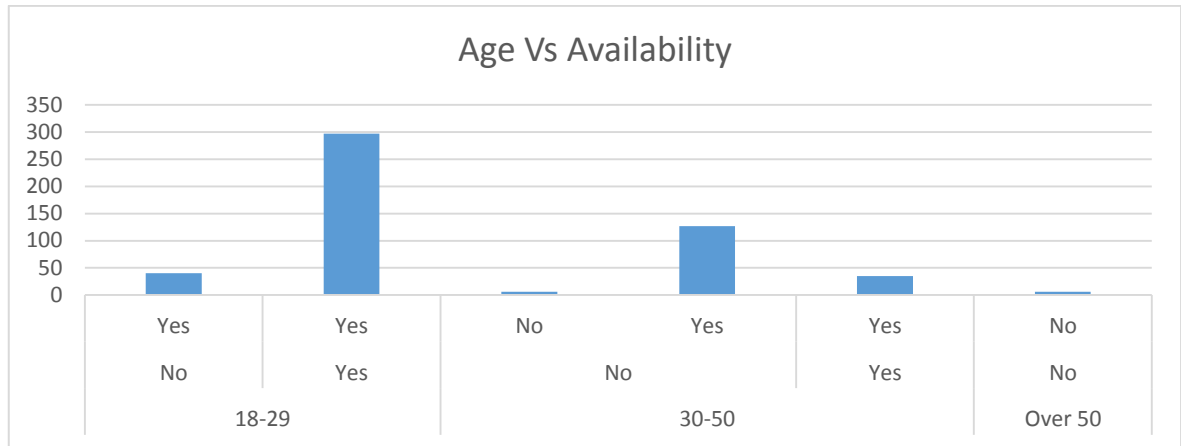
Figure 15: Age of customers and usage of internet to check available products of Unilever.
Source: Created by Author

Figure (15) describes the dependence of age on the magnitude or rate at which customers make use of the internet in purchasing products in Unilever Ghana. It is clear from the table those ages between 18-29 represents the highest number of respondents who often use the internet in purchasing Unilever products, from my research followed by the those within the ages of 30-50,with those over 50 years not actively involved in the use of internet in purchasing products from Unilever.
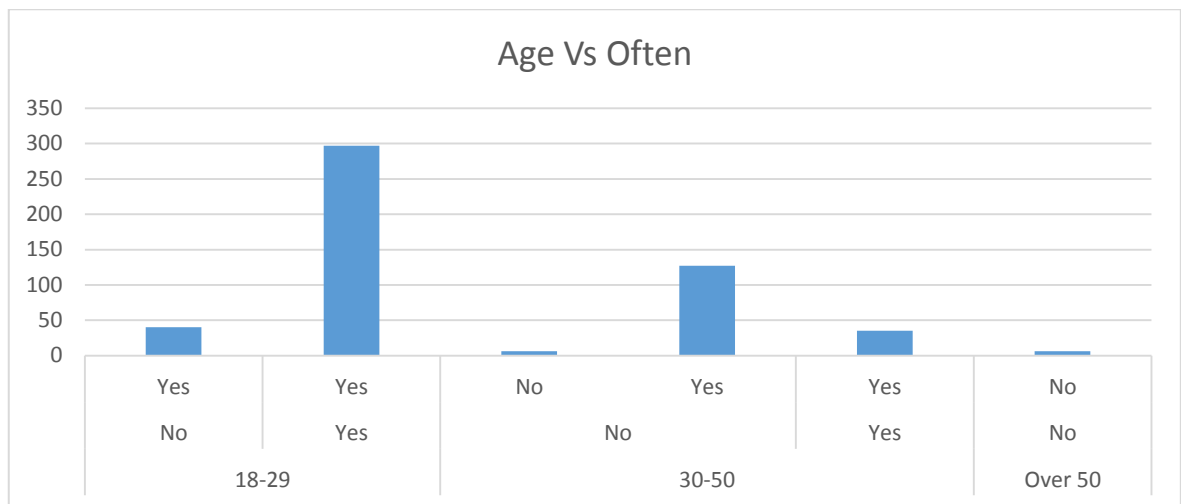

Figure 16: Relationship between age and rate of internet usage for purchasing Unilever products.
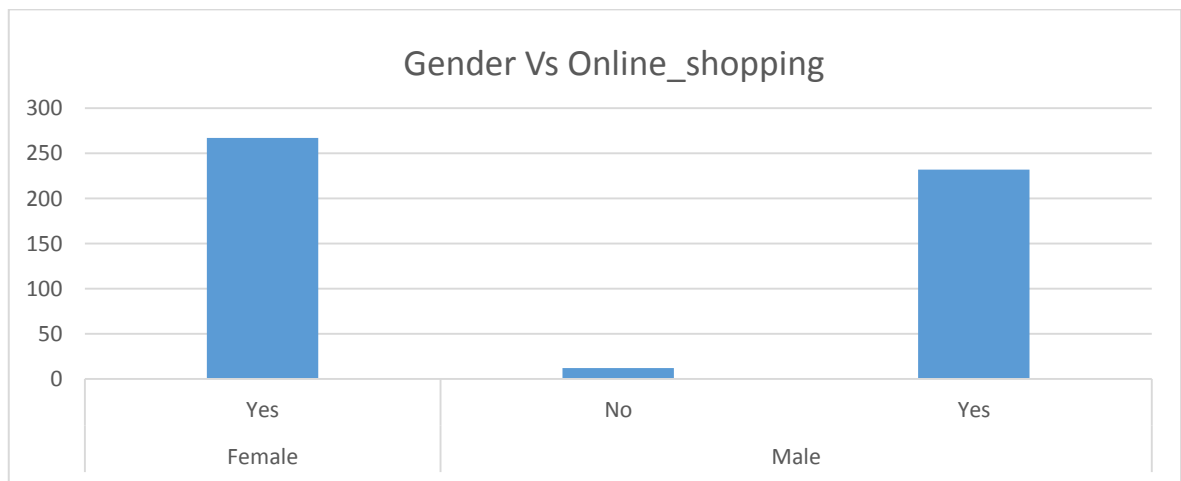**Source: Created by Author**

In evaluating the relationship between age and how customers use internet in purchasing, it can be seen from Figure (16) that the ages 18-29 remains the highest respondents that purchase through the use of internet compared to that same age that do not patronize Unilever products, that is less than 50 respondents who took part in my research. However, more

than 100 respondents ages between 30-50 from my research also make use of internet in purchasing Unilever products with those ages over 50 years although patronize in Unilever products do not make use of the internet at all.
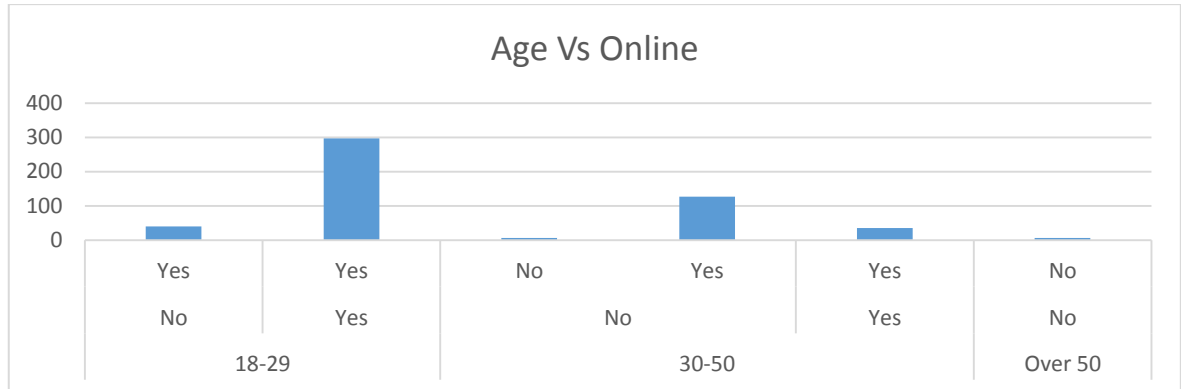
Figure 17: Relationship between the age of customers and online purchasing behavior
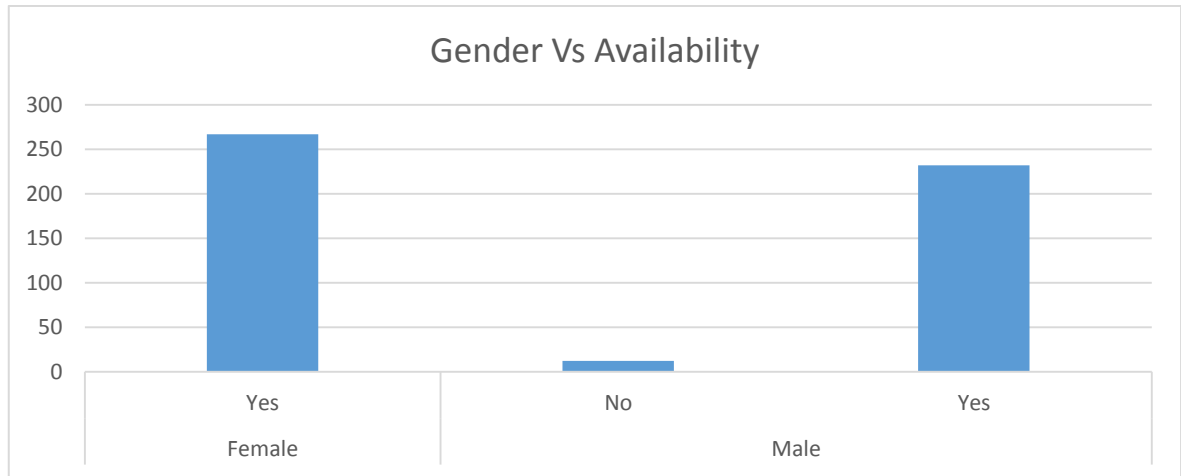**Source: Created by Author**

Relationships between gender and the purchasing pattern of consumers towards Unilever products were tested through Fisher chi-square test. The test indicated that there is dependence between the two variables. Relationships between these variables are explained and analyze below:

Figure 18: Relationship between gender of customers and online purchasing behavior of customers
Source: Created by Author

Figure 16, shows the relationships between male and female respondents who purchase Unilever products through internet. It can deduced from the figure that all female respondents who respondent to the questionnaire make use of the internet representing more than

250 respondents out of the sample size whiles less than 50 respondents of the sample size of males do not use internet in purchasing products from Unilever.

Figure 19: Relationship between gender of customers and the use of internet to check available products in Unilever.
Source: Created by Author

Figure 17 gives a brief summary of gender relationships in checking availability of Unilever products .it can be evidenced from the figure above that higher number of female respondents make use of internet in checking availability of Unilever products with a disproportionate amount of males in that category.
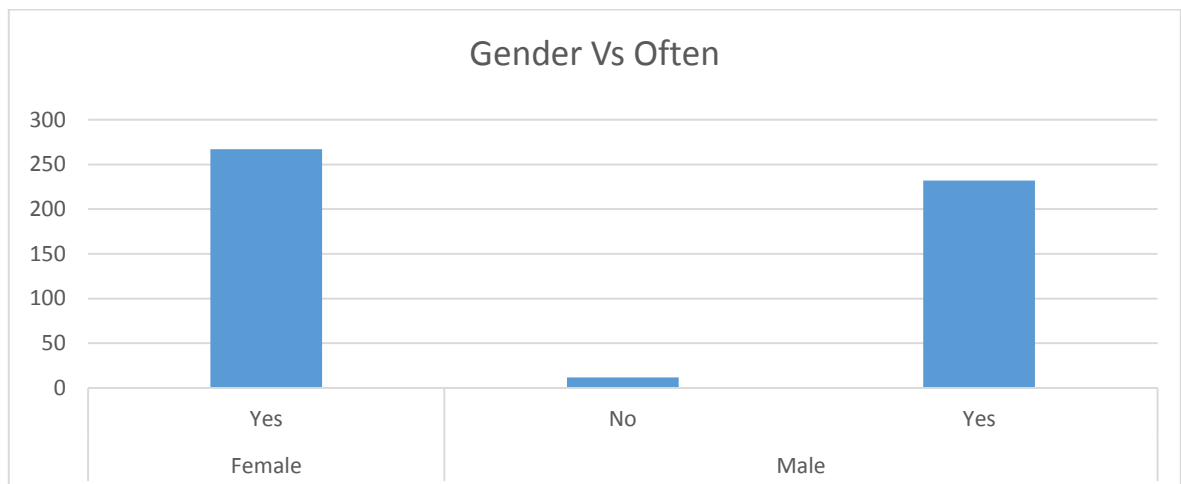
Figure 20: Relationship between gender and the frequency of how customers use internet in purchasing in Unilever, Ghana
Source: Created by Author

In describing the frequency of which gender is related to internet buying from Unilever products, it can be seen from Figure 20, that all female respondent of the survey make use

of the internet in purchasing Unilever products compared to males. However, few respondents from male's respondents do not usually use internet in purchasing

6. PROJECT FOR RE-ENGINEERING E-MARKETING STRATEGIES FOR UNILEVER GHANA

Introduction

The purpose of this project is to re-engineer e- marketing strategies for Unilever Ghana, taking cognizance of the current internet marketing strategies of the company as well as customer expectations and perception towards internet and online buying in Ghana. The project will cover analytical concept of current situation so far as internet buying behavior of customers are concerned, objectives of the project, strategies that will be enacted to restructure the internet marketing systems, based on the customer sentiments, implementation and control of the strategies outlined.

Furthermore, the project will be factored into risk analysis, cost analysis and time analysis in order to estimate the potential risks existing in the market, how to finance the project and the time for implementing all activities for restructuring internet marketing in the company. Finally, the project will be climaxed with an overall evaluation.

6.1 SITUATION ANALYSIS

The sample population of Ghana was analysed, representing the entire population of Ghana in connection with the magnitude or rate at which internet purchasing will be feasible for Unilever Ghana, using **Fishers exact test of dependence**. The research found out that there were interrelationships between demographic factors of respondents, such as Age, Gender, Employment level, Educational level as against the usage of internet to purchase Unilever products in Ghana. In the light of this empirical evidence shown by the research (see figure 10-20), the researcher will formulate goals, missions, vision, in tandem with the strategies based on relationships of the customers and purchasing through internet in Ghana. These strategies are attesting to the fact that Unilever Ghana, is engaging in the launch of technological driven-era to lure customers, and to increase their sales and finally to outcompete their competitors through the project below.

6.2 PLANNING E-MARKETING STRATEGIES

6.2.1 Vision of Unilever, Ghana

- To become the first ever multinational company in sub-Saharan Africa, precisely to embark on internet purchasing of products in this technological driven era.

- To emerge and give the best online offers for the Ghanaian citizenry in the best possible way

- To transcend the operations of Unilever Ghana through every area of Ghana with the help of internet channel means like Facebook, Twitter by which every Ghanaian is much in tuned with it in this current world.

- To make Unilever Ghana, the easiest place to shop in Ghana, in spite of many religious affiliations burgeoning in Ghana.

6.2.2 Mission of Unilever, Ghana

The mission of Unilever Ghana is to be able to work hand in hand with its customers through the efficient and effective usage of newly restructured internet marketing strategies yet to be listed by the researcher. Over the years most companies have labelled and broaden their horizons in terms of internet applications and strategies to lure customers as earlier mentioned, yet these strategies does not conform to the demands and expectations of their customers, hence there is no positive attention coming out of it. This might seem to be in accordance with many factors by both customers as well as the company itself. Indisputably, marketing in a broader perspective must meet the attention of the current research concerning the intentions of the company, this research as previously addressed points out the mission of Unilever Ghana and its goals.

6.2.3 Goals of Unilever, Ghana

- The first goal of Unilever Ghana is to broaden and expand its new internet marketing buying systems to all sister African countries, so that each and every one within or outside the frontiers of the country can make use of internet in purchasing.

- Increment of profitability is the core reason of every marketer, likewise Unilever Ghana to increase its profits and sales through restructuring exercise of their internet strategies

- To capitalise on the internet to make available their new products known to any African country through the new internet marketing strategies.

6.3 STRATEGY

In collaborations with the aforementioned analyses from customers towards e-marketing in Ghana, the researcher will develop, two strategically point of view from the customers section and from the Unilever company's part. Strategically point of view of the researcher will take into account the relationships of demographic factors as earlier discussed with the best possible strategy to enact e-marketing strategy for Unilever Ghana. In other words, giving the findings acquired from customers in Ghana, concerning internet marketing strategies of Unilever. Consequently, the necessary e-marketing strategies will be used in accordance with the findings that came out of the cross-tabulation of results in the preceding chapter (see Figure 21)

Figure 21: Recommended Strategies based on findings
Source: Created by Author (adapted from Moz.com, 2012)

The e-marketing strategies above are relevant for Unilever Company Ghana as the needs of customers is given a priority .Strategic e-marketing campaigns are elaborated in the next chapter:

6.3.1 Strategy 1:

Education and Online buying behaviour, checking availability of Unilever products, how often does one use internet, Reasons for not using internet.

According to the customer survey on the usage of internet marketing, it was indicated that Education has a relationship with the use of internet in purchasing Unilever products,

checking available products of Unilever on the internet, how often do customers use it, and reasons that does not permit or permit customers to use the internet, were analysed (**see Figure 10-14**).

In view of the above scenario, the best e-marketing strategies to tap customers and increase sales volume of Unilever Ghana, using the following internet strategies; E-mail marketing, article marketing, websites partnerships. Public relations,

6.3.2 Strategy 2:

Age level and means of checking Unilever products, online buying behaviour according to age, age differences coupled with the rate of internet usage.

Based on the customer survey regarding usage of internet in purchasing Unilever products, it was indicated that Age has a relationship with the use of internet in purchasing Unilever products, checking available products of Unilever on the internet, what age differences of customers often use the internet and among others were analysed (**see Figure 15-18**).

In view of the above scenario, the best e-marketing strategies to tap customers and increase sales volume of Unilever Ghana, using the following internet strategies such as; E-mail marketing, social media marketing, websites partnerships.

6.3.3 Strategy 3:

Gender and the rate at which customers purchase online, checking available products and how often does gender accounts for the usage of internet in the purchasing pattern.

In line with the survey analysed from customers in Ghana towards Unilever products, it was ascertained that gender has a relationship with the use of internet in purchasing Unilever products ,checking available products of Unilever on the internet ,the magnitude of males or females who make use of the internet often was analysed.(**see Figure 18-21**)

Therefore, the best e-marketing strategies to lure both males and females are rooted in the following strategies: Social media marketing E-mail marketing, websites partnerships, link building.

6.4 IMPLEMENTATION AND CONTROL

6.4.1 Implementation and control for strategy 1

Email marketing campaigns will be adopted at all levels of education in Ghana. This will be possible, by collecting all email addresses from customers and web site visitors as and when they purchase Unilever products. If possible, get email addresses from direct mail supplier. An office will be created for sending out emails within formation, subtle sales

pitch and special offers from time to time. Create distinct landing page on the web site of Unilever for those customers who have high level of education to read and response for the subject of email, and to track the response from customers.

Again, within the educational level, customers can be able to read articles on the internet showing any changes made by the Unilever Company, and also regarding new products, variety of products etc. This is done by using informational articles by the company focusing on the business as marketing tactic.

Thirdly, websites of Unilever will be partnered with events happening in Ghana from time to time, so that customers from all educational levels can have access to what is going on at the company. Customers getting to know that Unilever Company has an effective website add more value and sales to the company. Most often than not, customers with educational level are not prompted to get to websites of companies just anyhow, but with the implementation of partnership in all spheres of activities in the country that are patronised by the entire population, like football, athletes etc., customers can be able to express their sentiments online to the company.

Finally, public relations by the company will be initiated from time to time in all institutions in Ghana; this will be done by creating and sending out an electronic press release with news/information announcement, link back to web site and also writing a formal request of institutions to create awareness of such exercise by the company. Most students in the higher institution are aware of websites from Unilever Ghana but seldom do they visit the place to know what is going on there, but by couple of respondents from the survey, it is feasible to adopt a PR strategy to enhance an easy flow of customers to visit the website of Unilever Ghana.

6.4.2 Implementation and control for strategy 2

In line with the age level of respondents in the customer analyses, the best e-marketing strategies that are feasible for the company are social media marketing, Email marketing, websites partnership and among others.(recall from strategy 2)

The highest numbers of respondents who are in tune with the internet are practically the focus of the re-engineering. Social media is currently taking over the youth of the country, therefore age wise, this strategy is the best to lure customers. This can be implemented by creating strategy for social network marketing as earlier mentioned. Set up a company pro-

file on several social networking sites not only Facebook as previously done by Unilever Ghana. Employees should be active on profiles; if possible a number of offices will be allocated in all angles of the country to take charge of the aspect that is on all postings, link back to web site, blog, and any articles online. *LinkedIn* as a social media channel can give the business the chance to develop contacts with suppliers, probable suppliers, customers, and others.

Moreover, email marketing will be adopted again regarding ages in the country; most of the ages within the country highly susceptible to the realms of the internet age, in other words, the possibility of having their own personal emails. As previously stated above, emails addresses will be taped as and when customers purchase the products through the brick and mortar style, this will enhance the feasibility of email marketing campaign for the stipulated age groups from 18-30 by the results of the survey. Providing information to educate customers about products can go a long way towards building new business for the company.

Lastly, e-marketing strategies focusing on the ages of the population are largely centred on 18-30 which make it feasible to adopt website partnership to tap all customers into that strategy, this will be feasible by linking the website of the company with other patronised activities through the internet, so that the highest number of the customers will get hold of it. s. Link building which is through the websites thus creating content that attracts links and encouraging it in social media news and bookmarking sites can attract links from bloggers and more other web sites that will send signal to potential customers .

6.4.3 Implementation and control for strategy 3:

Unilever products from the survey was detected that females far outweigh males in the quest to use internet in purchasing, therefore the following strategies will be enacted to lure female customers and also prank male customers who are not into the internet era. Undeniably, it is assumed that females spent most of their leisure time on the internet more than males. Against this backdrop, these e-marketing strategies will be feasible for taping customers in this state, Social media marketing, Email marketing, link building. How will this be done? That is by:

- Regular information's and updates to site content, and updating keyword research.

- Generate new landing pages for special and discount offers. Critically, take a look at any social media channel and report traffic from site.

- Build a simple video for marketing purposes, so that new customers can get and catch a glimpse of the existing and current products.

- Put on a home page and promote it throughout site and also create concise description of company and present for new directory entries such as online industry trade directories.

- Craft more links to/from the web site. Classify associations, industry groups, and customer association groups for inclusion into the links.

6.5 TIME ANALYSES

Time analysis of the project will be initiated with the strategic body of Unilever Ghana through PERT/CPM method, to determine the spun or completion time of the project; the project will use the results of the previous customer analyses as a base of initiation since there are already internet marketing strategies for the company in question. PERT method will show the required time to finish the new strategies by the researcher as well as the critical path to complete all necessary activities with management of the company (Unilever Ghana) for the project. PERT method also solves the project including three possible ways that Unilever Ghana is likely to face as part of implementing the project, they are optimistic, most likely and pessimistic situations.

In order to restructure internet or online marketing strategies for Unilever Company in Ghana, the company must finish the following activities with the required predecessors:

Table 4: Activities governing restructuring of e-marketing for Unilever Ghana

ACTIVITY	DESCRIPTION	PREDECESSOR
A	SUBMIT AN APPLICATION OR PROPOSAL TO THE STRATEGIC MANAGEMENT OF UNILEVER GHANA	
B	SCHEDULE A MEETING WITH THE MANAGEMENT UPON APPROVAL	A
C	PRESENT NEW E-MARKETING STRATEGIES TO THE COMPANY	B
D	VISIT ALL BRANCHES OF UNILEVER COMPANY IN GHANA	C

E	SET UP BRANCH OFFICE FOR ALL THE TEN REGIONS CONCERNING THE AGENDA	D
F	ASSIST IN RECRUITING ADDITIONAL STAFFS WITH MANAGERIAL AND INFORMATION TECHNOLOGY BACKGROUND	E
G	EMBARK ON INTENSIVE ON –THE JOB TRAINING FOR STAFFS AND STAFFS THAT WILL BE RECRUITED	F
H	CONTACT ALL HEADS OF EDUCATIONAL INSTITUTIONS WITH MANAGEMENT OF UNILEVER	G
I	SUBMIT FORMAL LETTERS TO ALL PUBIC AND HIGHER PRIVATE UNIVERSITIES FOR A DISCUSION	H,I
J	ARRANGE PRESS CONFERENCE WITH MANAGEMENT ON THE SUBJECT MATTER	J
K	PROMOTE THE STRATEGIES THROUGH ADVERTISING MEANS,TELEVISION,RADIO,NEWSPAPERS ON INTERNET BUYING OF UNILEVER PRODUCTS	K
L	TEST THE FEASIBILITY OF THE PROJECT	L

The above activities will be handled with its predecessors and will be factored into optimistic, most likely, and pessimistic times frames. The overall completion of the project will be shown in Table 6

APENDIX B: will be represented by the PERT solution method for completing the project of re-engineering in Unilever Ghana. That is, the earliest start, earliest finish, latest start and latest finish of all activities are also mentioned and the completion time is 54.33weeks

Activity Number	Activity Name	Immediate Predecessor (list number/name, separated by ',')	Optimistic time (a)	Most likely time (m)	Pessimistic time (b)
1	A		2	3	5
2	B	A	2	3	4
3	C	B	1	2	3
4	D	C	2	3	4
5	E	D	3	4	5
6	F	E	5	6	7
7	G	F	6	7	8
8	H	G	5	6	8
9	I	G	2	3	4
10	J	H,I	2	3	4
11	K	J	5	6	7
12	L	K	6	7	8
13	M	L	3	4	5

Table 5: *Activities, predecessors and three possible completion times for each activity.*

Source: Created by Author   *(In weeks)*

PERT analyses also indicate the critical path of the project. However, the paths below represent critical paths that can be initiated by the company in order to re-engineering e-marketing strategies for the company in 54.33 days from the start of the project.

04-09-2015	Critical Path 1
1	A
2	B
3	C
4	D
5	E
6	F
7	G
8	H
9	J
10	K
11	L
12	M
Completion Time	54.33
Std. Dev.	1.27

Table 6: *Critical paths of activities for Unilever Ghana on restructuring e-marketing strategies.*
Source: Created by Author

Lastly, a graphical solution and Gantt chart of all activities solved by PERT are labeled in Appendix C and D with the same result which is the optimum completion time of 54.33 weeks

6.6 COST ANALYSES

The cost of the project stands out to be one of the most important factors which will be considered for restructuring e-marketing strategies for Unilever Ghana, taking cognizance

of the feasibility and the success of the company. Hence, Unilever Ghana must factor esti-mate and plans towards marketing budget for the first year of engaging in overhauling as well as initial investment for the restructuring.

6.6.1 Initial Budget

The initial budget accumulation will be primarily centred on the cost involved in email marketing campaigns, public relations ,such as cost involved in press releases, extra direc-tory fees emanating from partnerships websites as well as link building etc. which will be clarified in the subsequent chapter.

Furthermore, the budget will be evaluated monthly based on the patronage coming out of the new strategies in place. In other words, the incremental value accrued from the sales by virtue of the new structures in place to the monthly sales will be assessed quarterly by quarterly sales. This will be used as a base to measure the effectiveness of e- marketing strategies towards customer's awareness and loyalty as well as their online purchasing in-terest for Unilever Ghana.

Additionally, other minor expenditures will be tabulated in the next chapter:

Table 7: Initial budget for restructuring of e-marketing (**Estimated prices**)

NO	ITEMS	DESCRIPTIONS	PRICE(GH₵)	QUANTITY	TOTAL(GH₵)
I	**SET OF COMPUTERS**	BIG SERVERS FOR 10 REGIONS	1000	10	10,000
1	**NEW INTERNET CABLES**	100	1000	10	10,000
2	**PR ACTIVITIES (ALL ACTIVITIES EXTIMATION**	10 REGIONS	30,000	10	300,000
3	**PODIUM FEE**	10 REGIONS	20,000	10	200,000
4	**TOTAL BUDGET**				520,000

Table 8: Minor expenditures stipulated for Unilever Ghana on the first year of restructuring e-marketing strategies.

NO	ITEMS	DESCRIPTION	PRICE	Q'TY	TOTAL
1	**RENOVATION OF OFFICE**	100CM SQUARE IN ALL OFFICE (REGION)	25.500	10	255,000
2	**SET UP OFFICE FOR IT EXPECT**	TABLE DESK,AIR CONDITIONS,OTHER ROOM MATERIALS	1500	10	15,000
3	**LABOUR COST FOR RENOVATION**	20 EMPLOYEES	2000	20	40,000
4	**TRAVELLING COST TO ALL EDUCATIONAL INSTITUTIONS**	10 REGIONS OF UNILEVER DEPOT/OFFICES	1000	10	10,000
4	**TOTAL**				320,000
	UNFORSEEN BUDGET(RESERVES)			10%	32,000
6	**TOTAL BUDGET**				352,000

6.7 RISK ANALYSES

Project of this calibre should be analysed in terms of the risk that are likely to happen. That is the magnitude or the impacts and the probability of each risk as well as evaluation of the said risk, thus Unilever can prepare a contingency plan ahead of any uncertainty, and this means that the company can prepare arrangements to battle and minimize or even avoid the risks accordingly. The risk analysis will start with the list of the risks that Unilever Ghana can experience in Ghana upon restructuring its internet strategies .The analyses will consider the magnitude of such risk from both customers and the company in question, that is whether it is major or minor risks :

    I.   Unstable electricity conditions

    II.   Unreliable internet connections

III.   Unfavourable macroeconomic indicators

IV.   Privacy and security issues on the part of customers

V.   Delivery problem emanating from customers point of view

VI.   Accessibility to internet services before online buying

VII.   High rate of internet cost from customers side.

VIII.   Negative email situations e.g. Spam.

Upon instituting a project for the company, the researcher intends to factor the risks involved and how those risks will be evaluated. This takes into account the probability and the magnitude of which the risks.

6.7.1 Tactics for reducing the above risks (I-VII)

-Unstable electricity situation is one of the major risks that are likely to temper with both customers and the company for achieving the project set goals. However, there are measures in place by the current government of Ghana to curb these problems. The higher electricity consumption by the citizens that is likely to cause unstable electricity in the country has necessitated the decision of the government to add more megabytes of electricity to the entire nation's consumption. As part of corporate social responsibility of Unilever Ghana, the strategic body of the company will include energy consumption to curb all these energy problems in their budget.

Again, efficient internet connections stand the chance of risk on the project of re-engineering; nonetheless, it is regarded as a minor setback of the project, since the solution of electricity crises automatically resolves internet connections even though is a risk. In addition, macroeconomic indicators of the country has not been stable nowadays, this might pose some risk in the ordinary Ghanaian to partake in an online buying whiles his or her money is been wiped away as result of the use of internet. Consequently, management will reduce this by instigating adequate support through discount on buying online or been able to locate first time products on the market.

Furthermore, delivery problem cannot be overemphasized when deliberating on the risk factors of restructuring internet marketing for Unilever Ghana. Consumers are not certain until the final products get to them, as a way of practice over the years through the traditional way of walking straight to the market for purchasing any item of their choice, there is a risk likely to hamper customers on how their products will be delivered to them. Nev-

ertheless, as part of the project initiation to embark on public relations (PR) ,customers will be addressed on how their products will be sent to them.

Also, Private and security issues deter customers in and beyond the boundaries of the country Ghana so far as internet buying is concerned. Yet, routine check-ups on the internet connections as well as daily email reply as one of the strategies to be adopted will curb the issue of security and privacy, most importantly it will be limited.

6.8 PROJECT EVALUATION

With the zeal to restructure e-marketing strategies from the already established ones for Unilever Ghana, the analyses and project centred on how feasible to embark on the journey. The main issues carried out in this project were practically on how this project will be enacted in Ghana in collaborations with the entire management of Unilever Ghana. The project was spearheaded based on the analyses and research in the preceding chapters of the thesis, and subsequently situational conditions were examined which paved way for the entire planning of the project. These plans was first addressed with the vision, mission and goals of the company (Unilever Ghana) which propelled a thorough strategies to re-engineer the existing strategies of the company as previously mentioned, the project was tasked on how it could be implemented and controlled. Finally, overall project was reflected through time, cost, and risk that are likely to arise in the course of the project

On the broader perspective, the quest to restructure e-marketing strategies for Unilever Ghana, stands the chance to increase their sales volume in the next trading year, with most multinational companies as well as companies in sister African countries following suite.

7.0 CONCLUSIONS

The main purpose for this thesis is to introduce new internet marketing strategies to the already existing ones of the company (Unilever Ghana).Internet marketing strategies is a wider area of study and is currently in section with most businesses and organizations.

A brief introduction of the company in general was discussed, as well as the focus of the thesis specifically Ghana, this took into account company analyses giving rise to the market analyses (PESTLE and SWOT) analyses of the company, current e-marketing strategies of the company was elaborated. The company analyses gave a deeper understanding and capabilities of the company on how feasible to restructure their e-marketing strategies.

A number of questions were asked before the research, such as perception of customers towards e-marketing and the new strategies which will enhance the feasibility of the study.

In the light of the above, customer analyses was carried out with a hypothesis formulation attesting to the rate or magnitude of which the entire population is willing to embrace e-marketing strategies for the company and the new strategies that will map out to the customers' expectations and hence the feasibility. Quantitative method of data collection was adopted to test the dependence of variables from the entire population of Ghana, through random sampling technique. In the customer analyses variables such as age, gender educational level and the rate at which internet purchasing is perceived or expected or dependent on each other from customers were examined prior to stated hypothesis.

H1: This was confirmed because the internet buying behavior is determined by ones age, gender or educational level. Therefore there is a relationship between the three variables regarding the rate of internet buying.

*H*2:.This was also confirmed because educational level of the customer is determined by the rate of checking available products on the internet.

H3: This was also attested because the most vital of purchasing or shopping online was rooted in the age, educational and gender of the customer

H4. This was also confirmed by the research that customer's inability to embark on internet purchasing or online shopping was as connected to the educational level of the customer

H5: This was attested because the ability for customers to use the internet to purchase or shop directly related to his/her level of education.

The results of the survey after a statistically tested analysis indicated a greater propensity to re-engineer e-marketing strategy for Unilever Ghana. Results of the findings climaxed the thesis with a project to restructure e-marketing strategy for Unilever Ghana. The time, cost and risk for executing the project was analyzed in the previous chapter.

In sum, Unilever Ghana stands the chance of increasing their market value in this current world of technology, with vibrant the initiatives towards re-engineering their internet strategies as postulated above.

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LIST OFABREVIATIONS

MNC   Multinational Companies

SMC   Medium Sized Companies

E-CRM   Electronic-Customer Relationship Management

CCNP   Cisco Certified Network Professional

WWW   World Wide Web

SNS   Social Network Sites

IAB   Internet Advertising Bureau

CLV   Customer Lifetime Value

PPC   Pay-per-click

SEO   Search Engine Optimisation

ARPRANET   Advanced Research Project Agency Network

SMM   Social Media Marketing

KPMG   Klynveld Peat Marwick Goerdeler

BPO   Business Process Outsourcing

GSLI   Kearney Global Services Location Index

PR   Public Relations

PERT   Probabilistic Activities Time Project

CPM   Critical Path Method

SPSS   Statistical Package for the Social Science

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Appendix A: *Survey of re-engineering e-marketing strategies for Unilever Ghana.*

Survey of re-engineering e-marketing strategy in Ghana

Dear respondent, the following questionnaire is part of a research about re-engineering e-marketing strategy in Ghana. The results will serve as a guide to both customers and the companies in general and also enhance the chance to influence the purchasing patterns of consumers.

Thank you for your time and willingness to participate in this research!

* Required

    1. Please enter your gender *

       ○ Male

       ◉ Female

    1. Please enter your gender *

       ○ Male

       ○ Female

    2. Your marital status *

       ○ Single

       ○ Married

       ○ Other: [＿＿＿＿]

    3. Are you *

       ○ Employed

       ○ Unemployed

       ○ Other: [＿＿＿＿]

    4. Please enter your age *

○ 18-29 years old

○ 30-50 years old

○ 51 years and over

5. What is the highest level of education you have attained? *

○ High school

○ Bachelors

○ Postgraduate

6. Do you use Unilever products? (E.g., Vaseline, Rexona, close-up, Margarine etc.) *

○ Yes

○ No

7. Which of the following channel(s) do you use to check availability of new products in Unilever or any other company of your choice *

☐ Online

☐ Printed media channels (Magazines and Newspaper)

☐ Traditional channel (outlets, shops, supermarkets)

☐ Other: [   ]

8. How often do you use internet/online channel for shopping? *

○ Daily

○ Once per week

○ Once or twice per month

○ Other

○ Other: [   ]

9. Do you advocate/support the usage of internet shopping? *
If yes, please go to Question.10 and If No, please go to Question.11

○ Yes

○ No

10. Please select maximum of two reasons as to why you support internet shopping

☐ Easy and faster access of products

☐ 24/7 services

☐ Comparison of prices before purchasing

☐ Increased interactivity (e.g. channelling grievances)

☐ Different varieties of products can be checked.

☐ Other: [   ]

11. Please select maximum of two reasons as to why you don't support internet shopping

☐ Privacy and security issues

☐ Delivery problem

☐ Must be accessible to internet services

☐ Poor internet connections

☐ High internet cost
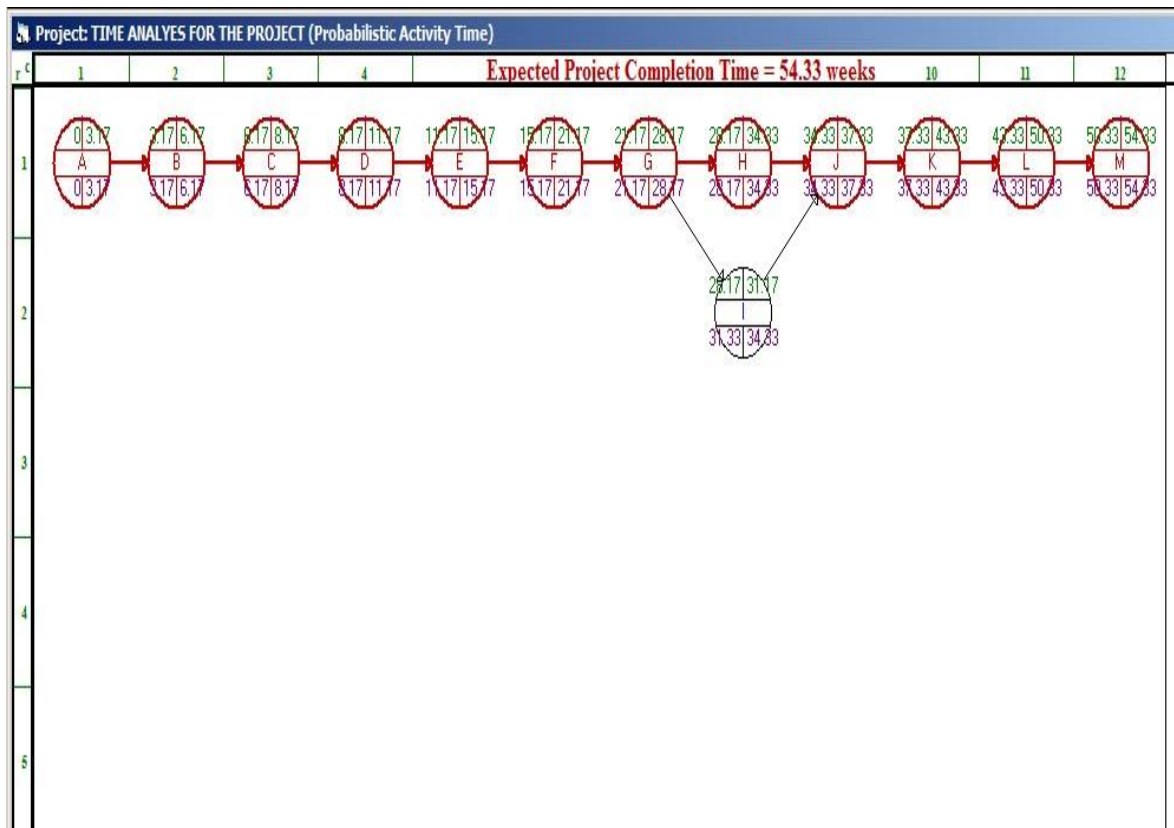
☐ Other: [   ]

Appendix B: *Result of PERT method for activities in Re-engineering e-marketing strate-gies for Unilever Ghana*

04-09-2015 12:07:40	Activity Name	On Critical Path	Activity Mean Time	Earliest Start	Earliest Finish	Latest Start	Latest Finish	Slack (LS-ES)	Activity Time Distribution	Standard Deviation
1	A	Yes	3.1667	0	3.1667	0	3.1667	0	3-Time estimate	0.5
2	B	Yes	3	3.1667	6.1667	3.1667	6.1667	0	3-Time estimate	0.3333
3	C	Yes	2	6.1667	8.1667	6.1667	8.1667	0	3-Time estimate	0.3333
4	D	Yes	3	8.1667	11.1667	8.1667	11.1667	0	3-Time estimate	0.3333
5	E	Yes	4	11.1667	15.1667	11.1667	15.1667	0	3-Time estimate	0.3333
6	F	Yes	6	15.1667	21.1667	15.1667	21.1667	0	3-Time estimate	0.3333
7	G	Yes	7	21.1667	28.1667	21.1667	28.1667	0	3-Time estimate	0.3333
8	H	Yes	6.1667	28.1667	34.3333	28.1667	34.3333	0	3-Time estimate	0.5
9	I	no	3	28.1667	31.1667	31.3333	34.3333	3.1667	3-Time estimate	0.3333
10	J	Yes	3	34.3333	37.3333	34.3333	37.3333	0	3-Time estimate	0.3333
11	K	Yes	6	37.3333	43.3333	37.3333	43.3333	0	3-Time estimate	0.3333
12	L	Yes	7	43.3333	50.3333	43.3333	50.3333	0	3-Time estimate	0.3333
13	M	Yes	4	50.3333	54.3333	50.3333	54.3333	0	3-Time estimate	0.3333
	Project	Completion	Time	=	54.33	weeks				
	Number of	Critical	Path(s)	=	1					

Appendix C: *Graphic solution for Re-engineering e-marketing strategies for Unilever Ghana*

Appendix D: *Gantt chart solution for Re-engineering e-marketing strategies for Unilever Ghana*