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The Effect of customer journey mapping on customer satisfaction among reseller firms in Nairobi County, Kenya: a case study of Red Dot Distribution.

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THE EFFECT OF CUSTOMER JOURNEY MAPPING ON CUSTOMER SATISFACTION AMONG RESELLER FIRMS IN NAIROBI COUNTY, KENYA: A CASE STUDY OF RED DOT DISTRIBUTION

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A THESIS SUBMITTED IN PARTIAL FULFILMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF COMMERCE OF STRATHMORE UNIVERSITY

MAY 2025

DECLARATION

I declare that this thesis has not been previously submitted and approved for the award of a degree by this university or any other university. To the best of my knowledge and belief, the research thesis contains no material previously published or written by another person except where due reference is made in the thesis itself.

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SUPERVISOR'S APPROVAL

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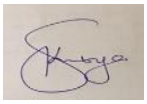
Signature:  Date: 29th May 2025

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DEDICATION

I dedicate this thesis to the Smiths, my friends (TC), and my colleagues, who journeyed alongside me and provided invaluable support.

ABSTRACT

This study investigated the effect of Customer Journey Mapping (CJM) on customer satisfaction among reseller firms in Nairobi County, Kenya, focusing on Red Dot Distribution. The research was driven by persistent challenges such as unresolved customer pain points, service inconsistencies, and fragmented interactions across various touchpoints. Anchored in Commitment-Trust Theory and Customer Experience Management Theory, the study examined how CJM influenced satisfaction through four key elements: customer touchpoints, pain points, sentiments, and service discrepancies. The study adopted a positivist philosophy and a descriptive cross-sectional design. It targeted a population of 657 resellers who actively purchased from Red Dot Distribution in Nairobi County in 2024. The researcher selected a sample of 243 resellers using stratified random sampling and collected data using stratified random sampling, and data were collected through structured questionnaires assessing customer satisfaction using perceptual metrics such as CSAT, NPS, and CES. The findings revealed that CJM played a significant role in enhancing customer satisfaction. Red Dot Distribution was noted for strengths in professionalism, product quality, and billing accuracy, while areas for improvement included inventory management, feedback collection, and proactive communication within the supply chain. The study concluded that effective CJM implementation improved customer experience and satisfaction. Key recommendations included strengthening internal processes, investing in predictive inventory systems, and enhancing distributor-reseller engagement mechanisms.

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ABBREVIATIONS

B2B- Business-to-Business

B2C- Business-to-consumer

CAK- Communications Authority of Kenya

CJ- Customer Journey

CJM- Customer Journey Mapping

ICT- Information Communication and Technology

IT- Information Technology

RDD- Red Dot Distribution

DEFINITION OF TERMS

Customer Journey: The process that a customer goes through during their interaction with an organization across all stages and touchpoints, shaping their overall customer experience (Følstad & Kvale, 2018)

Customer Journey Mapping: A visual representation of a customer's entire experience, capturing their interaction with a brand across various touchpoints over time (Lemon & Verhoef, 2016)

Customer Touchpoints: Points of contact where customers interact with a company, such as website visits, customer service calls, or in-store visits (Azzine Shiratori et al., 2021a)

Customer pain points: These are specific problems or difficulties customers encounter throughout their journey with a product or service. (Azzine Shiratori et al., 2021a)

Customer sentiments: Emotional responses or attitudes customers exhibit toward a brand, often assessed through surveys or social media (Kuehnl et al., 2019)

Customer satisfaction: A measure of how well a company's products or services meet or exceed customer expectations (Kotler et al., 2018)

CHAPTER ONE

INTRODUCTION

1.1. Background of the Study

The rapid growth of the ICT sector has contributed significantly to the development of the Kenyan economy, particularly in areas such as technology adoption in the education sector, small and medium enterprises (SMEs) and county governments, and the Kenyan national government. Studies by Mwadulo and Odoyo (2020), Ndiege et al. (2014), and Nyonje et al. (2018) have highlighted this trend, alongside the expansion of technology-related businesses, including ICT distributors in Kenya. Despite this growth, the ICT distribution industry faces persistent challenges in customer satisfaction management, particularly in understanding and addressing the customer journey.

Customer journeys are often complex, involving multiple touchpoints from initial product inquiries to post-purchase support. (Lemon and Verhoef, 2016; Rawson et al., 2013). Businesses, therefore, might often struggle to provide seamless experiences, leading to customer frustration, dissatisfaction, and in other cases, lost sales opportunities (Harris et al., 2020). In this context, CJM emerges as a crucial tool to help distributors identify critical touchpoints, address customer pain points, and ultimately have satisfied customers. This study seeks to explore the role of CJM in customer satisfaction, focusing on ICT distributors in Kenya, specifically Red Dot Distribution. It aims to provide actionable insights to drive customer loyalty and business growth. The ICT distribution industry typically uses a B2B model that capitalises on strong relationships between vendors and resellers to ensure an efficient and uninterrupted flow of products and services through the supply chain (Gadde, 2014). Given the time it takes for decision-making, the mapping process can be even longer and more time-consuming.

Kuehnl et al. (2019) observe that in the pre-purchase process, consumers become aware of their needs and actively search for information, evaluating various options and brands. Marketing communications significantly influence their perceptions and expectations, shaping the decision-making process as they assess potential purchases. According to Tax et al. (2013), customer satisfaction requires managing expectations, ensuring consistency in service delivery and fostering positive relationships throughout the customer journey. Another important stage is the purchase stage. This is where the customer makes the actual purchase, which involves complex negotiation

processes and on-time or delayed deliveries. Zomerdijk and Voss (2010) note that administrative bottlenecks can be ironed out when companies streamline their processes. In the distribution context, when the importation process within their control is streamlined, they meet their delivery schedules to their customers.

The post-purchase stage is the most important one since it ensures customer retention. In this stage, distributors provide after-sales technical support and warranty services. Bolton (2016) argues that for companies to track the performance of the customer journey map effectively, they also need to focus on the support services they offer by providing robust technical support teams and systems that provide timely and effective assistance to customers, addressing their concerns and resolving issues promptly. This support reinforces the customers' decision to purchase and enhances their overall satisfaction with the product or service. Furthermore, by actively engaging with customers during this stage through follow-up communications and feedback solicitation, distributors can gather valuable insights that inform future improvements (Homburg and Stock, 2004; Van Vaerenbergh and Orsingher, 2016)

Lemon and Verhoef (2016) emphasise the importance of integrating technology into CJM, such as utilising Customer Relationship Management (CRM) systems and data analytics. These tools allow businesses to anticipate customer needs and therefore help them model personalised solutions and product offerings.

Despite these insights, existing empirical studies largely focus on customer journey mapping in broader contexts, with limited research addressing its application in the ICT distribution sector in Kenya. Most studies emphasise the customer journey in retail, service industries, or developed economies, leaving a gap in understanding CJM's specific role in B2B ICT distribution in developing markets. This gap is particularly pronounced in Kenya, where unique market dynamics, such as extended distribution channels and reseller relationships, influence customer satisfaction.

1.1.1. Customer Journey Mapping

Customer Journey Mapping (CJM) is conceptualised in this study as a strategic visualisation tool crucial for understanding the entirety of a customer's interaction with a brand, spanning from initial awareness through to post-purchase engagement. By meticulously documenting key interactions, emotional responses, and encountering pain points across diverse touchpoints, CJM provides organisations with a holistic perspective on customer experience. This approach marks a shift from

focusing on isolated transactions to comprehending the broader journey, thereby enabling the identification of critical moments that significantly influence customer satisfaction and foster loyalty.

The theoretical underpinnings of CJM are rooted in service design thinking, notably Shostack's (1982) introduction of service blueprinting, which demonstrated how mapping service processes could reveal operational inefficiencies. Over time, CJM has evolved to address the complexities of omnichannel interactions (Court et al., 2009) and the dynamic shifts in customer expectations (Halvorsrud et al., 2016). Academic literature has framed CJM through various lenses, with Crosier and Handford (2012) highlighting its role in sequencing service interactions, and Følstad and Kvale (2018) emphasising the emotional dimensions of these journeys. Rosenbaum et al. (2017) underscored its strategic organisational value in breaking down departmental silos by visualising the customer experience across functions. These perspectives converge on the central tenet articulated by Lemon and Verhoef (2016): effective CJM necessitates aligning an organisation's internal processes with the customer's experience, moving beyond internal assumptions. Consequently, CJM serves as a foundational tool for understanding the antecedents of customer satisfaction.

In practice, this study applied CJM across the three core stages of the customer lifecycle: acquisition, purchase, and post-purchase (Prior et al., 2024). The acquisition phase encompasses initial touchpoints; the purchase phase focuses on decision-making and transaction processes, where the Customer Effort Score (CES) aids in identifying friction points; and the post-purchase phase covers service support and loyalty activities, often measured by the Net Promoter Score (NPS). A key application of CJM involves gap analysis, comparing intended service delivery with actual customer experience, with examples like Azzine Shiratori et al.'s (2021) findings of reduced customer churn through process realignment based on CJM insights.

In this study, CJM was operationalized through a structured framework mapping key customer touchpoint: product inquiries, order placement, and after-sales support. To evaluate these stages and their impact on overall satisfaction, the study adopted a multi-metric approach using the Customer Satisfaction Score (CSAT), Customer Effort Score (CES), and Net Promoter Score (NPS), as recommended by Lemon and Verhoef (2016) and Prior et al. (2024). These measures collectively assessed the cognitive (perceived satisfaction), functional (ease of interaction), and

behavioural (loyalty intent) aspects of the customer journey, aligning with the multidimensional nature of CJM in understanding and ultimately influencing customer satisfaction.

1.1.2. Customer Satisfaction

Building upon the foundational understanding provided by Customer Journey Mapping, this study defines customer satisfaction as the degree to which reseller firms perceive that their expectations have been met or exceeded through their interactions with Red Dot Distribution. This interpretation aligns with the work of Parasuraman et al. (1988), who defined satisfaction as the gap between what customers expect and what they experience. Within the competitive ICT distribution sector of Nairobi County, achieving high customer satisfaction plays a crucial role in shaping customer loyalty, encouraging repeat purchases, and driving overall business success.

Given the complexities inherent in ICT products and services, reseller firms often hold high expectations regarding reliability, responsiveness, and the quality of technical support. In this context, tools like CJM, as discussed in the preceding section, are invaluable as they enable the tracing of the complete customer experience, the identification of pain points, and the pinpointing of areas requiring improvement to bolster satisfaction.

To comprehensively assess customer satisfaction within this study, a combination of established metrics was employed: the Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES). These indicators were measured through structured questionnaires administered to reseller firms operating in Nairobi County. These measures offered a robust and complementary perspective on satisfaction. CSAT captured customers' momentary reactions to specific service experiences, enabling granular satisfaction assessment across touchpoints. CES highlighted service friction by asking customers how much effort was required to resolve issues or complete transactions, a key driver of satisfaction in service-intensive industries (Zaki et al., 2016). NPS measured the likelihood of customers recommending the business, serving as a proxy for long-term loyalty and emotional engagement (Reichheld, 2003). By combining these tools, the study aimed to provide a holistic evaluation of the cognitive, functional, and behavioural dimensions of satisfaction within the complex B2B service environment of ICT distribution.

The research also acknowledged that customer satisfaction is an integral component of the broader customer experience, encompassing every interaction a customer has with a business (Meyer & Schwager, 2007). In the case of Red Dot Distribution, this included product inquiries, order

placement, delivery, technical support, and warranty services. By employing CJM, the study examined how each of these stages, and the satisfaction derived from them, contributed to the overall reseller experience. Ultimately, the effective application of CJM provided a framework for understanding and enhancing customer satisfaction by aligning internal processes with reseller expectations and delivering consistently positive experiences (Lemon & Verhoef, 2016; Shiratori et al., 2021).

1.1.3. Red Dot Distribution

Red Dot Distribution is a leading player in Kenya's ICT distribution landscape, having operated for over two decades. As a key intermediary between global IT vendors and local resellers, RDD is critical in making technology accessible across the East African region. The company specialises in distributing a wide range of hardware and software solutions, including laptops, servers, networking equipment, printers, and cybersecurity tools. It deals with recognised brands such as Lenovo, HP, Epson, Canon, Logitech, and Microsoft. Over time, RDD has built a large reseller base by providing reliable supply chain support, technical expertise, and tailored financial solutions such as credit facilities. RDD has grown a large network of reseller partners. As of 2024, the company served 657 active resellers operating across Nairobi County; these resellers formed the target population for this study.

RDD operates in a competitive environment alongside other major distributors like Redington Kenya and Mitsumi Distribution, all of whom serve the rising demand for ICT infrastructure across various sectors. What distinguishes RDD is its emphasis on localised support, strategic partnerships with global brands, and a nuanced understanding of regional market dynamics, factors that have helped the company remain relevant in a rapidly evolving industry.

The primary regulatory body governing the ICT sector in Kenya is the Communications Authority of Kenya (CAK), which sets policies and regulations that affect both the distribution and consumption of ICT products and services (ICT Authority of Kenya, 2016). CAK is responsible for managing ICT infrastructure, ensuring fair competition, and regulating the pricing and quality of services offered by distributors and resellers. However, the sector continues to face significant challenges, including importation costs, customs regulations, infrastructure limitations, and communication gaps between distributors and resellers, which can hinder the flow of goods and the smooth operation of the distribution process.

Molla and Heeks (2007) highlight the barriers faced by developing countries in ICT adoption, including affordability issues, limited technical expertise, and weak infrastructure. In response, distributors such as RDD have introduced support programs including training, technical assistance, and financial flexibility to encourage broader technology uptake, particularly among small and medium-sized resellers.

The importance of intermediaries in managing supply chain complexity is also underscored by Gadde (2014), who points out that distributors facilitate not just the flow of goods but also the flow of information. In this light, RDD's role extends beyond product delivery to include vendor relationship management, inventory optimisation, and reseller support.

However, despite the operational efficiencies gained, customer satisfaction has not always been prioritised. Reseller feedback indicates recurring challenges such as delayed communication, pricing opacity, and limited after-sales support. Følstad and Kvale (2018) argue that neglecting tools like CJM leads to missed opportunities for understanding customer pain points and improving service delivery.

In RDD's context, the absence of structured customer feedback and mapping mechanisms appears to contribute to communication breakdowns and inconsistencies in customer experience. Kandampully (2014) emphasises that trust and collaboration, both fostered by clear communication, are essential for creating value in B2B relationships.

Despite these issues, opportunities for improvement remain substantial. As ICT continues to gain prominence in education, business, and public service delivery, the need for responsive and customer-focused distribution models grows. CJM offers a practical approach for improving touchpoints across the customer journey, enhancing communication, responsiveness, and overall satisfaction.

This study, therefore, investigated how RDD can apply CJM principles to address sector-specific challenges, strengthen reseller relationships, and improve overall customer satisfaction. By identifying critical customer touchpoints and uncovering service gaps, the research aimed to inform strategies that will help RDD and similar distributors align their operations more closely with reseller needs, ultimately contributing to business growth and competitiveness in Kenya's ICT sector.

The selection of Red Dot Distribution (RDD) as the case study aligned directly with the title and scope of this research. As a long-standing ICT distributor with a significant reseller network concentrated in Nairobi County, RDD provides a relevant and practical context for examining how Customer Journey Mapping (CJM) can influence customer satisfaction in a B2B setting. The study specifically focuses on RDD's interactions with its reseller firms, which represent the primary customer base in its supply chain. Given the operational challenges highlighted, including service inconsistencies, communication gaps, and fluctuating satisfaction levels, RDD offers a valuable opportunity to assess how CJM can be strategically applied to address these issues. This case study approach allowed the research to explore sector-specific dynamics while generating insights that are transferable to similar ICT distributors operating in competitive and complex environments across Kenya.

1.2. Research Problem

The ICT distribution industry in Kenya plays a vital role in bridging the gap between international IT vendors and local resellers, who supply essential digital tools to businesses, schools, and public institutions. According to the ICT Authority of Kenya (2016), distributors not only facilitate the movement of products such as laptops, servers, and software solutions but also support technological development through reseller networks and capacity-building initiatives. However, despite this central role, the industry faces ongoing challenges, particularly in managing end-to-end customer experience and fostering long-term reseller relationships (Molla & Heeks, 2007; Gadde, 2014). These issues include communication gaps, unstructured service interactions, and inconsistent support during and after purchase, which can affect reseller satisfaction and loyalty.

Red Dot Distribution (RDD) is one of the leading ICT distributors in Kenya, having operated for over two decades. RDD acts as a bridge between global ICT vendors and local resellers, serving a wide range of sectors including education, government, and the private sector. However, like many ICT distributors, RDD places primary emphasis on sales performance, inventory management, and operational logistics, often at the expense of structured customer journey management (Følstad & Kvale, 2018; Kandampully, 2014). This absence of an integrated CJM framework contributes to fragmented reseller experiences, particularly during key moments such as support requests, credit negotiations, or product returns. Given the importance of resellers in sustaining the ICT distribution model, this fragmentation presents a strategic gap that requires empirical investigation.

Existing literature has predominantly examined customer experiences in broad terms, with a strong emphasis on B2C models. For instance, Addis (2016) explored customised customer experiences but did not consider the operational complexities of B2B relationships within the ICT distribution industry. Similarly, Patti et al. (2020) introduced theoretical frameworks for assessing customer experience, but their models did not offer practical, industry-specific applications, especially within the unique context of Kenya's ICT sector. These studies are valuable for understanding customer experiences in general; however, they fail to address the challenges specific to the B2B ICT distribution model, where multiple intermediaries, long decision cycles, and service dependencies complicate the customer journey.

In contrast, studies focusing on the B2B sector have been limited in addressing the complexities within emerging markets like Kenya. For example, Shafei et al. (2024) investigated process mining in healthcare, and Moon et al. (2016) explored mobile services in South Korea, both of which concentrate on industries far removed from ICT distribution. Their methodologies and findings are not directly applicable to the dynamics of ICT distribution in Kenya, which operates in a distinct regulatory and infrastructural environment. This highlights a significant gap in the literature, while there is substantial research on customer journey mapping in B2C models and other sectors, there are limited studies that apply CJM within the B2B ICT distribution sector, particularly in developing markets such as Kenya.

Moreover, there is a noticeable gap in understanding how the complexities of the ICT distribution industry shape reseller experiences and customer satisfaction. The existing studies often overlook the operational realities distributors like RDD face, such as dealing with importation costs, customs regulations, and infrastructure challenges. These factors contribute to inefficiencies in service delivery and can severely impact reseller satisfaction, influencing overall customer satisfaction in the supply chain. As such, the conceptual frameworks proposed in the existing literature do not fully capture the specific issues faced by distributors in Kenya and similar emerging markets.

This limited research addressing the specific needs of the ICT distribution sector in Kenya creates a significant gap in both the academic literature and industry practice. The failure to map the customer journey effectively means distributors like RDD miss valuable opportunities to optimise reseller relationships, enhance service delivery, and foster loyalty. Resellers, who depend on distributors for product availability, technical support, and clear communication, may experience

delays, product shortages, and a lack of transparency in pricing and service terms. These inefficiencies have long-term consequences for both distributors and resellers, leading to weakened market positions and lower customer retention.

This study sought to fill these gaps by focusing on the role of CJM in the ICT distribution sector in Kenya. By integrating CJM with measurable satisfaction metrics such as Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES), this research explored how CJM could improve the reseller experience. The study also analysed how CJM could be tailored to address the unique challenges of the Kenyan market, such as importation costs, customs regulations, and infrastructure limitations, which significantly impacted the efficiency of the distribution process.

This study, therefore, investigates how RDD can apply CJM principles to address sector-specific challenges, strengthen reseller relationships, and improve overall customer satisfaction. By identifying critical customer touchpoints and uncovering service gaps, the research aims to inform strategies that will help RDD and similar distributors align their operations more closely with reseller needs, ultimately contributing to business growth and competitiveness in Kenya's ICT sector.

1.3. Research Objectives

1.3.1. General Objective

The objective of this study was to examine the effect of customer journey mapping on customer satisfaction among reseller firms in Nairobi County, Kenya: A Case Study of Red Dot Distribution.

1.3.2. Specific Objectives

i. To determine the effect of customer touch points on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya.

ii. To determine the effect of customer pain points during the purchase process on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya.

iii. To determine the effect of customer sentiments on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya

iv. To determine the effect of service discrepancies on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya.

1.4. Research Questions

i. What is the effect of customer touch points on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya?

ii. What is the effect of customer pain points during the purchase process on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya?

iii. What is the effect of customer sentiments on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya?

iv. What is the effect of service discrepancies on customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya?

1.5. Scope of the Study

This study adopted a quantitative research approach to examine customer experience among resellers in Kenya, specifically focusing on Red Dot Distribution (RDD) in Nairobi County. The concept scope of the study revolves around Customer Journey Mapping (CJM), a tool used to analyse and optimise customer interactions, with a focus on enhancing customer satisfaction and retention. The theoretical frameworks guiding the study include Commitment-Trust Theory Morgan and Hunt (1994) and Customer Experience Management Theory (Schmitt, 2003).

The study's contextual scope was centred on the ICT distribution sector in Kenya, where challenges such as logistics, communication gaps, and product availability significantly impact customer experience. Methodologically, the research relied on structured questionnaires to collect numerical data, utilising key performance indicators (KPIs) like Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), and Customer Effort Score (CES). Descriptive and inferential statistics, including regression analysis, were applied to assess the relationship between CJM practices and customer satisfaction. The time scope of the study was limited to one month, during which data was collected and analysed to compare customer satisfaction and retention before and after the implementation of CJM practices. This timeframe allowed for a focused examination of the immediate impact of CJM on reseller experiences and provided insights for operational

improvements within the ICT distribution industry.

1.6. Significance of Study

This study holds significant importance for multiple stakeholders within Kenya's ICT distribution industry, as it explores the application of Customer Journey Mapping (CJM) to improve customer satisfaction. For ICT distributors like Red Dot Distribution, the research provides actionable insights into the key touchpoints that customers interact with and highlights the necessary changes they should consider in optimising the overall customer experience. Given the rapid growth of technology and the evolving nature of customer expectations, focusing on these touchpoints is essential for boosting customer satisfaction, improving retention, and increasing loyalty. These improvements will not only foster business growth but also drive long-term success in a competitive market.

In terms of policy implications, the study provides valuable evidence that can guide industry regulators and policymakers in their decision-making processes. A deeper understanding of the role CJM plays in customer satisfaction can influence the development of policies that encourage the best practices in service delivery and customer engagement within the ICT sector. Furthermore, the research may identify gaps in the current infrastructure or services, highlighting areas where government support and investment are necessary. By fostering a regulatory environment that promotes improved customer experiences, policymakers can help drive innovation, competitiveness, and sustainable growth within Kenya's ICT distribution industry, ultimately contributing to the sector's long-term success.

From a practical perspective, the research encourages a shift toward a more customer-centric approach in the ICT distribution industry. By identifying and addressing key touchpoints in the customer journey, distributors can implement targeted strategies that not only enhance customer satisfaction but also strengthen distributor-reseller relationships. These improvements contributed to greater collaboration between distributors and resellers, creating a more cohesive and efficient ecosystem. Such a shift has the potential to enhance service quality and increase customer loyalty, ultimately benefiting all parties involved.

The study makes a substantial contribution to the body of knowledge, particularly in the context of customer experience management (CEM) and the operationalisation of CJM in the ICT distribution sector. By focusing on the ICT distribution industry in Kenya, an emerging market,

the findings provide valuable, context-specific data that enhances empirical literature. This research served as a foundation for future case studies on CJM in similar developing economies, contributing to the global discourse on the integration of customer experience strategies in complex, B2B contexts such as ICT distribution.

1.7. Chapter Summary

This chapter introduced the background of the study, highlighting the significance of CJM in addressing customer satisfaction challenges at Red Dot Distribution in Kenya's ICT distribution industry. It outlined the research problem, objectives, and questions, emphasising the study's contribution to policy, practice, and knowledge. The chapter also defined the scope and significance of the study, providing a foundation for the subsequent chapters.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter undertakes a more in-depth exploration of the established body of knowledge concerning Customer Journey Mapping (CJM) and customer satisfaction, specifically within the context of the ICT distribution sector. Building upon the foundational conceptualisations of these key constructs as presented in the preceding chapter, this section initiates with a review of pertinent theoretical frameworks that underpin the study, elucidating their significance in comprehending the dynamics of customer satisfaction. Subsequently, an examination of empirical investigations focusing on the core variables under scrutiny, namely customer touchpoints, pain points, sentiments, and service discrepancies, will be undertaken to illuminate the current scholarly understanding in this domain. Furthermore, this chapter will identify existing gaps in the literature that this research endeavours to address. A conceptual framework will then be proposed, visually representing the anticipated interrelationships between the study's variables. The operationalisation of these variables within the ICT distribution industry will be detailed, outlining their measurement. Finally, the chapter will culminate in a synthesis of the key insights gleaned, thereby establishing the groundwork for the research methodology and subsequent sections of this study.

2.2. Theoretical Foundations

To understand how Customer Journey Mapping (CJM) relates to customer satisfaction within Kenya's ICT distribution, this theoretical section employs two key frameworks: Commitment-Trust Theory and Customer Experience Management (CEM) Theory. Commitment-Trust Theory, by Morgan and Hunt (1994), anchors this exploration, emphasising trust and commitment in B2B distributor-reseller relationships. This theory illustrates CJM's potential to fortify these bonds and improve satisfaction. CEM Theory, from Schmitt (2003), posits a holistic approach where positive interactions enhance the overall experience, boosting customer satisfaction. Together, these theories inform the investigation into how CJM practices influence satisfaction and loyalty in the ICT distribution sector.

2.2.1. Commitment-Trust Theory

This theory was advanced by Morgan and Hunt (1994), positing that successful relationships are built on trust and commitment. The theory further asserts that when partners view the relationship as valuable, they are motivated to invest the necessary effort to ensure its sustainability and long-term success. Trust is defined as the belief that the partner acted in a way that benefits the relationship, while commitment refers to the intention to maintain the relationship and avoid its termination.

Commitment-Trust Theory explains the variables of trust and commitment, which are essential to fostering positive relationships in business, particularly within the ICT distribution sector. It illustrates how distributors can enhance customer satisfaction by building strong, trust-based relationships with their resellers. By addressing customer pain points at each stage of the customer journey, pre-purchase, purchase, and post-purchase, distributors can demonstrate a commitment to delivering a seamless experience. This, in turn, strengthens customer satisfaction, loyalty, and long-term relationships, which are vital for sustained business growth in a competitive market.

The theory's relevance is further validated by its application in the study, which examined the dynamics of commitment and trust in high-tech companies in Taiwan. Wu et al., (2012) found that higher levels of trust between partners led to better cooperation, frequent information sharing, and minimised uncertainties within supply chains. They also noted that relationship termination costs play a significant role in reinforcing commitment. When termination costs are high, partners are more likely to invest in long-term collaboration to avoid the negative consequences of separation. This dynamic directly applies to the ICT distribution industry, where strong, trust-based relationships can lead to more efficient operations and long-term business success.

Furthermore, Mukherjee and Nath (2007) revisited the theory in the context of online retailing, emphasising that in today's digital environment, privacy and security are critical factors that influence trust and commitment. This highlights that while traditional precursors such as communication and shared values remain important, the evolving digital landscape requires businesses to adapt and prioritise customer data protection, a factor that has become essential in fostering trust.

There have been recent criticisms of the Commitment-Trust Theory, which have emerged, highlighting its limitations in contemporary contexts. Scholars like Geyskens et al., (1996) argue

while trust and commitment are foundational, they are not the sole determinants of relationship success, as power dynamics and dependence also play a pivotal role. Brown et al., (2019) challenge the traditional view by suggesting that long-term commitment may negatively influence trust and further argue that over time, sustained commitment can lead to complacency or opportunistic behaviours, thereby eroding trust between partners. Junaid (2024) revisits the Commitment-Trust Theory, emphasising the need to incorporate factors such as national culture into the framework. The study suggests that the original model may overlook critical elements that influence trust and commitment in supply chain relationships, particularly in high-tech industries.

Despite criticisms, the Commitment-Trust Theory remains a useful tool for exploring how trust and commitment can enhance business relationships, particularly in the ICT distribution industry. It provides a clear framework for distributors to build strong, lasting relationships with resellers, ultimately contributing to improved customer satisfaction and business growth.

2.2.2. Customer Experience Management Theory

Customer Experience Management (CEM) Theory has its roots in the work of Holbrook and Hirschman (1982), who revolutionised the understanding of customer satisfaction by emphasising the emotional and experiential dimensions of consumption. Their research challenged purely rational decision-making models, arguing that satisfaction arises not only from functional product benefits but also from emotional engagement and memorable experiences. This insight is critical in the ICT distribution industry, where distributors like Red Dot Distribution must address both technical needs (e.g., product reliability) and emotional drivers (e.g., trust in technical support) to foster satisfaction

Joseph and Gilmore (1998) introduced the concept of staging memorable experiences as a competitive differentiator. They proposed four dimensions of experience: entertainment, education, esthetics, and escapism, each contributing uniquely to customer satisfaction. For instance, in the ICT sector, educational experience (e.g., workshops on new technologies) empowers reseller clients with knowledge, enhancing their confidence and satisfaction. Similarly, esthetic experiences (e.g., user-friendly digital interfaces for order tracking) reduce friction in the customer journey, directly boosting satisfaction.

Schmitt (2003) formalised CEM by advocating for a holistic approach to managing interactions, stressing that satisfaction stems from meaningful, personalised engagements rather than transactional exchanges. This aligns with the dynamics of Nairobi's ICT reseller industry, where fragmented customer journeys (e.g., online inquiries, in-person technical demos, post-sales support) require cohesive management. For example, the framework suggests that Red Dot Distribution could use CJM to align its online and offline touchpoints, ensuring consistency and reducing dissatisfaction caused by disjointed interactions.

Prahalad and Ramaswamy (2004) further advanced CEM through the concept of value co-creation, positing that customers are active participants in shaping their experiences. In the ICT context, this could involve collaborative product customisation or feedback-driven service improvements. When distributors like Red Dot involve resellers in decision-making (e.g., tailoring bulk procurement plans), they foster a sense of ownership, directly enhancing satisfaction.

Verhoef et al., (2009) integrated these ideas into a comprehensive model, highlighting how external factors (e.g., social networks and digital platforms) shape experiences. Their work underscores the importance of managing all journey phases, pre-purchase, purchase, and post-purchase, to sustain satisfaction. For example, in Nairobi's ICT sector, post-purchase support (e.g., timely warranty services) is often a critical determinant of long-term satisfaction and loyalty.

CEM Theory postulates that customer experiences are multi-dimensional and dynamic, influenced by emotional, cognitive, sensory, and social interactions across various touchpoints. Joseph and Gilmore (1998) proposed four key dimensions of experience: entertainment, education, esthetic, and escapist. Schmitt (2003) argued that traditional product-focused marketing is insufficient for evolving customer expectations and proposed a holistic approach emphasising meaningful connections and continuous innovation. Prahalad and Ramaswamy (2004) predicted that value emerges from the interaction between businesses and customers, making co-creation a cornerstone of modern customer engagement. Verhoef et al., (2009) emphasised that experiences are shaped by multiple touchpoints, including physical and digital settings, and should be managed holistically throughout the customer journey.

CEM Theory is highly relevant to the ICT distribution industry in Kenya, where CJM can be employed to strategically enhance customer experiences. Drawing from the dimensions of Joseph and Gilmore (1998), educational initiatives like tutorials and product launches empower customers

with knowledge, while aesthetically designed digital interfaces and retail spaces strengthen emotional connections. Escapist elements, such as immersive virtual product demonstrations, provide deep engagement opportunities. A holistic approach proposed by Schmitt (2003) to CEM supports continuous innovation and personalised interactions, while the co-creation concept by Prahalad and Ramaswamy (2004) enables customers to actively shape their experiences. The integrated model proposed by Verhoef et al., (2009) reinforces the importance of managing touchpoints across the entire customer journey, ensuring a seamless and cohesive experience that fosters satisfaction and loyalty.

Recent criticisms of CEM Theory focus on its complexity and practical implementation challenges. Palmer (2010) argued that while CEM offers competitive advantages, its reliance on experiential touchpoints may not be universally applicable across industries, particularly in sectors where emotional engagement is less critical. Additionally, Verhoef et al., (2009) were criticised for not adequately addressing the potential disconnect between digital and physical touchpoints, especially in industries with fragmented customer journeys.

Despite these shortcomings, this framework provides a solid theoretical underpinning for leveraging CJM to enhance customer experience within the ICT distribution industry, acknowledging both its potential and limitations.

2.3. Empirical Literature Review

The empirical literature review examines research that has been previously done and findings relevant to the study's objectives and thus provides a critical foundation for identifying knowledge gaps and contextualising the current research (Webster and Watson, 2002). This study investigated the effect of CJM on customer satisfaction among resellers in Kenya, focusing on Red Dot Distribution. The empirical review is anchored on critical variables, including customer touchpoints, pain points, sentiments, and service discrepancies, as explored across various industries and regions. By synthesising findings, this section identified prevailing patterns, inconsistencies, and research gaps, providing a foundation for the study's contribution to the field.

2.3.1. Customer touch points and customer satisfaction

Customer touchpoints refer to specific interaction points where customers engage with a business during their customer journey. These can be physical, digital, or human interactions that shape customer perceptions and influence their overall experience. This study focused on understanding how effectively managed customer touchpoints contribute to customer satisfaction.

A study done by Ieva and Ziliani (2018) examined the role of customer touchpoints in driving loyalty within Italy's mobile service sector, analysing data from 5,794 smartphone users through OLS regression models. The study identified eight key touchpoints, such as websites, physical stores, word of mouth, and loyalty programs, with customer service highlighted as the most critical for fostering loyalty. Their findings underscore the importance of omnichannel strategies, where seamless integration of touchpoints enhances customer experiences. However, focusing on a single-country mobile sector and reliance on cross-sectional surveys limits its relevance to industries like ICT distribution in Kenya. Moreover, the lack of tools such as customer journey mapping misses an opportunity to provide more granular insights into managing interactions in complex ecosystems involving distributors and resellers.

Cepeda-Carrión et al., (2023) explored how managing customer experience dimensions through touchpoints enhances satisfaction in Spain's B2B express delivery sector. Using PLS-SEM analysis on data collected from 185 industries via online surveys, the study found that touchpoints such as pre-sale communications, order tracking, delivery interactions, and post-service support significantly influence customer perceptions and satisfaction. Effective touchpoint management ensures responsiveness, seamlessness, and alignment with expectations, enhanced emotional engagement, trust, and loyalty. However, the study's focus on express delivery limits its applicability to ICT distribution, which involves more intricate ecosystems and touchpoint dynamics. Additionally, its reliance on online surveys excludes deeper qualitative insights that could capture the complexity of distributor and reseller interactions.

Koch and Hartmann (2023) studied how the perceived quality of customer touchpoints, specifically websites, impacts the customer journey in Dutch B2B contexts. Using regression analysis on data from 40 purposively sampled participants, the study found that website quality had a medium to high influence on customer satisfaction and buying intentions as the journey progressed. The findings highlight the importance of designing high-quality touchpoints to exceed

customer expectations, foster engagement and satisfaction. However, the study's narrow focus on website quality and small sample size limits its generalizability to broader ecosystems, such as ICT distribution, where multiple, diverse touchpoints play critical roles in shaping customer experience and satisfaction.

Sithole et al., (2021) examined how financial touchpoints impact customer experience and financial inclusion in Southern Africa. Using semi-structured interviews with 27 FMCG retail customers and analysed through Atlas.ti, the study categorised customer experience into functional (service convenience, technology), social (customer interaction), human (employee engagement), economic (affordability), and mechanic (transaction processes and risks) dimensions. Findings revealed that physical retail environments (layout, cleanliness) and ease of mobile services, such as M-Pesa, significantly shaped customer satisfaction and accessibility. While insightful, the study's focus on FMCG retailers and its limited sample size reduces its applicability to the ICT distribution sector, where touchpoint interactions are more diverse and complex.

KPMG (2024) investigated how digital transformation enhances customer experience in Kenya's banking sector, shifting focus from satisfaction to delight. Based on surveys from 661 respondents, the study identified six customer needs, and these are security, accessibility, financial literacy, personalised services, trust, and omnichannel experiences as crucial for improving customer satisfaction and loyalty. Regression analysis showed how customer demographics influenced satisfaction levels. While these insights are valuable, the study does not address how similar needs and strategies could be operationalised in industries like ICT distribution, where customer touchpoints and expectations differ significantly due to the involvement of distributors and resellers.

Empirical research consistently highlights the critical role of managing diverse customer touchpoints in shaping satisfaction and loyalty across industries. Studies from both B2C and B2B contexts emphasise that seamless, well-integrated touchpoints ranging from digital platforms and physical stores to interpersonal interactions are essential for creating positive customer experiences (Ieva & Ziliani, 2018; Cepeda-Carrión et al., 2023). Moreover, responsiveness, emotional engagement, and personalised communication emerge as common drivers enhancing these interactions. However, existing literature often focuses on specific sectors such as mobile services, express delivery, retail, or banking, and tends to rely heavily on quantitative surveys or narrowly

defined samples (Koch & Hartmann, 2023; Sithole et al., 2021; KPMG, 2024). This leaves a gap in understanding the complex, multi-layered touchpoint dynamics in ICT distribution, particularly in emerging markets where reseller networks and distributor roles add complexity. Furthermore, few studies incorporate holistic frameworks like CJM, which can reveal nuanced customer experiences across the entire lifecycle. This study seeks to fill these gaps by applying a comprehensive CJM approach to Nairobi's ICT distribution sector, aiming to capture the multifaceted nature of reseller touchpoints and their influence on customer satisfaction.

2.3.2. Customer pain points and customer satisfaction

Lemon and Verhoef (2016) define customer pain points as specific frustrations or obstacles encountered by customers during their interactions with a service or company, often arising from unmet expectations or service shortcomings. These pain points lead to negative emotions like frustration and dissatisfaction. The authors emphasise that addressing these pain points is vital for improving customer experience, as it helps meet customer expectations and enhances satisfaction, ultimately fostering loyalty and long-term positive relationships. Effective identification and resolution of these pain points are key to creating smoother, more enjoyable customer interactions.

Olsson et al., (2023) explored how pain points in unattended home delivery, such as delays, security issues, and poor communication, impact customer satisfaction and loyalty in Sweden. The study, based on semi-structured interviews with 9 urban households, found that addressing delivery reliability, parcel condition, and security concerns significantly influenced satisfaction. However, the study's narrow focus on a specific demographic (urban households with high incomes and young children) limits its applicability to diverse sectors like ICT distribution, where customer pain points and expectations may differ. Additionally, the qualitative approach could benefit from a larger sample size and quantitative data to provide a broader, more generalizable understanding of customer pain points and satisfaction in various contexts

Wang (2023) investigated how product features that address consumer pain points can paradoxically reduce consumers' willingness to pay. The study, based on 240 respondents in Manchester, England, used varying levels of pain-feature matching across different product scenarios. The data was analysed through ANOVA to assess pain manipulation and willingness to pay. The results showed that high pain-feature matching led to a lower willingness to pay, suggesting that while addressing customer pain points is important, it can diminish perceived value

if consumers feel their needs are being met too directly. This insight highlights the need for businesses to carefully manage product positioning to pain point resolution. However, the study's focus on a single market and its reliance on ANOVA limit its generalizability to diverse industries like ICT distribution, where pain points and customer behaviours might differ. Additionally, future studies could explore emotional responses to pain point resolution, offering more insight into customer satisfaction.

Mishra and Verma (2024) explored the customer experience of low-literate customers in organised retail environments in India, focusing on how their unique challenges impact their overall satisfaction. Using mall intercept and snowball sampling, the study surveyed 470 respondents, employing partial least squares (PLS) modelling for data analysis. The findings revealed that the inability of low-literate customers to comprehend complex information leads to frustration and reduced satisfaction. The study suggests that businesses should implement tailored communication strategies, such as simple language and improved accessibility, to address these pain points, which could foster inclusivity, enhance customer loyalty, and improve business performance. However, the study's focus on low-literate customers in retail may not fully translate to sectors like ICT distribution, where customer pain points and communication needs may differ. Additionally, methodological gaps related to the sampling method could be explored by including more diverse, broader customer groups with a more generalizable view.

Diedong and Abdulai (2021) investigated the relationship between service quality and customer satisfaction in the mobile telecommunications industry in Tamale Metropolis, Ghana. The study surveyed 401 mobile telecom users, gathering data through key informant interviews, questionnaires, and focus group discussions, and analysed it using regression analysis with SPSS software. The findings revealed that MTN users reported dissatisfaction due to service interruptions and inadequate customer support, while Vodafone customers expressed higher satisfaction. The study emphasised that addressing pain points, particularly through technological improvements and better customer support, is crucial for enhancing service delivery and fostering customer loyalty. However, the study's focus on the mobile telecommunications sector in Tamale Metropolis may not fully apply to sectors like ICT distribution, where service complexities and customer expectations may differ. Additionally, the use of focus group discussions and interviews could be supplemented with more quantitative methods for a broader, more generalizable view.

Mbaabu (2020) examined the impact of phygital banking on customer experience among commercial banks in Kenya. The study targeted 600 sales and marketing employees, 800 customer care employees, and 1,200 bank customers, with stratified random sampling for employees and simple random sampling for customers. A total of 133 sales and marketing employees, 178 customer care employees, and 300 bank customers participated. Data was collected using structured questionnaires and analysed through descriptive and inferential analysis, including multiple linear regression, to assess the relationship between customer pain points and experience. The study found that traditional banking methods, which created pain points such as service access difficulties, negatively impacted customer satisfaction. By addressing these pain points through improved digital services, banks can enhance accessibility and efficiency, leading to a more positive customer experience. However, the study's focus on phygital banking in the Kenyan banking sector may not be fully applicable to ICT distribution, where different touchpoints and service dynamics exist. Additionally, relying solely on employee and customer surveys may limit the exploration of more nuanced customer experience insights.

Holz et al., (2024) investigated how addressing customer pain points can enhance satisfaction in intricate service environments, specifically in German airports. The researchers employed critical incident and problem-centred interviews, alongside an analysis of 7,192 online airport reviews, to gather comprehensive data on customer experiences. The findings indicate that effectively managing pain points through smart service solutions can significantly improve customer satisfaction. However, the study's focus on the airport industry and its reliance on qualitative methods may limit its applicability to other sectors, such as ICT distribution, where customer interactions and touchpoints differ. Furthermore, the study does not address the potential role of digital technologies in mitigating customer pain points, an area that could offer valuable insights for enhancing customer satisfaction across various industries.

Empirical studies consistently demonstrate that customer pain points, frustrations, or obstacles encountered during service interactions negatively affect satisfaction and loyalty across various sectors (Lemon & Verhoef, 2016; Olsson et al., 2023; Holz et al., 2024). Effective identification and resolution of these pain points improve service quality and customer experience, as shown in contexts ranging from home delivery to airports. However, contextual differences emerge: Wang (2023) found that overly direct pain-point matching can reduce willingness to pay, while Mishra and Verma (2024) highlighted the need for tailored communication strategies for specific customer

groups. Studies in banking and telecommunications (Mbaabu, 2020; Diedong & Abdulai, 2021) further reveal sector-specific pain points, often linked to technological and service challenges. Despite valuable insights, these studies rarely address the complex, multi-tiered reseller dynamics in ICT distribution, particularly in emerging markets like Kenya. This gap underscores the need for a holistic Customer Journey Mapping approach to comprehensively identify and manage pain points across the reseller journey, which this study aims to achieve using a multi-metric evaluation of satisfaction.

2.3.3. Customer sentiments and customer satisfaction

Ladhari (2009) defines customer sentiments as emotional responses and feelings that customers experience because of their interactions with a service or product, and that these emotions, which can be both positive and negative, are seen as a critical component in determining overall satisfaction and subsequent behavioural intentions, such as loyalty or repurchase.

Manthiou et al., (2020) argue that emotions are central to customer satisfaction, highlighting their complexity and the fact that both positive and negative emotions can coexist. Positive emotions foster customer loyalty and advocacy, while negative emotions, if not addressed, can lead to dissatisfaction. The study emphasises the importance of understanding the emotional context of customer experiences, as different touchpoints evoke varying emotional responses. Proactively managing emotions and anticipating customer reactions can enhance satisfaction, making emotional engagement crucial for customer retention. However, the study's conceptual approach lacks empirical data and industry-specific applications, particularly in areas like ICT distribution.

Kim et al., (2022) analysed how customer sentiment regarding smartphone features evolved during the COVID-19 pandemic by examining 15,811 online reviews for new and refurbished smartphones, specifically focusing on models like the Samsung Galaxy S20 and its refurbished counterparts on Amazon. The study found significant shifts in customer sentiments before and during the pandemic, particularly regarding features like battery life, camera quality, and pricing. Negative sentiments were linked to battery performance and pricing in new Samsung Galaxy models, while the camera feature drew negative sentiment for refurbished models. The study highlights the need for businesses to adapt their product strategies in response to changing consumer preferences and stresses the importance of continuously monitoring customer sentiment, especially during uncertain times like the pandemic. However, the focus on smartphones and

online reviews limits its generalizability to other industries, such as ICT distribution.

Ali et al., (2016) explored the role of customer emotions in influencing satisfaction in Malaysian resort hotels, highlighting entertainment, escapism, and esthetics as key drivers of positive emotions and overall satisfaction. The study found that entertainment and the physical environment significantly impacted customer satisfaction, as these emotional responses enhanced guests' overall experience. However, the focus on a specific context of Malaysian resort hotels limits the generalizability of the findings to industries like ICT distribution. Additionally, the research did not account for the increasing role of digital tools or ICT channels, which are now crucial in shaping customer satisfaction across various sectors. This suggests a need for future research to explore how digital experiences and emotions interact to influence satisfaction in industries such as ICT distribution.

Lubbe and De Meyer-Heydenrych (2019) examined how service failures impacted customer emotions and satisfaction within the banking sector in Gauteng, South Africa. The study found that negative emotions such as anger, frustration, and worry were common among customers following service failures, particularly when banks failed to acknowledge issues or provide timely explanations. This highlighted the critical need for banks to implement effective service recovery strategies, including empowering staff to handle complaints and maintaining proactive communication with customers. The study also emphasised that addressing negative emotions could improve customer satisfaction and foster loyalty. However, the focus on banking and service failures limits the findings' applicability to other industries, such as ICT distribution, where different service dynamics and customer expectations may play a significant role in shaping satisfaction. Further research is needed to understand how service recovery strategies can be adapted and applied within the ICT distribution.

Onyango et al., (2019) investigated how different dimensions of customer experience influenced customer purchase behaviours in luxury hotels in Kenya. The study focused on service quality, atmosphere, and staff interactions, categorising them into three key dimensions: humanic, functional, and mechanical clues. The research, which targeted 5800 hotel guests and used a sample of 361, revealed that humanic clues, particularly employee behaviours such as friendliness, attentiveness, and problem-solving, played a pivotal role in shaping customer emotions and sentiments. Positive interactions fostered strong emotional engagement, contributing significantly

to customer satisfaction and loyalty. The study highlighted the importance of emotional intelligence in enhancing customer experience, underscoring how emotional connections improve perceptions of the brand. However, while these insights are valuable for the hospitality industry, they may not directly apply to the ICT distribution sector, where customer interactions and service delivery dynamics differ. Further research is needed to explore the role of emotional engagement in customer experience within ICT distribution.

Empirical research consistently highlights the critical role of managing diverse customer touchpoints in shaping satisfaction and loyalty across industries. Studies from both B2C and B2B contexts emphasise that seamless, well-integrated touchpoints, ranging from digital platforms and physical stores to interpersonal interactions are essential for creating positive customer experiences (Ieva & Ziliani, 2018; Cepeda-Carrión et al., 2023). Moreover, responsiveness, emotional engagement, and personalised communication emerge as common drivers enhancing these interactions. However, existing literature often focuses on specific sectors such as mobile services, express delivery, retail, or banking, and tends to rely heavily on quantitative surveys or narrowly defined samples (Koch & Hartmann, 2023; Sithole et al., 2021; KPMG, 2024). This leaves a gap in understanding the complex, multi-layered touchpoint dynamics in ICT distribution, particularly in emerging markets where reseller networks and distributor roles add complexity. Furthermore, few studies incorporate holistic frameworks like Customer Journey Mapping (CJM), which can reveal nuanced customer experiences across the entire lifecycle. This study seeks to fill these gaps by applying a comprehensive CJM approach to Nairobi's ICT distribution sector, aiming to capture the multifaceted nature of reseller touchpoints and their influence on customer satisfaction.

Research consistently shows that customer sentiments and emotional responses arising from service interactions are crucial determinants of satisfaction and loyalty (Ladhari, 2009; Manthiou et al., 2020). Positive emotions foster advocacy, while unresolved negative emotions can lead to dissatisfaction and defection. Studies across diverse contexts highlight how different touchpoints evoke varying emotional reactions: for example, Kim et al. (2022) found significant shifts in smartphone user sentiments during the COVID-19 pandemic, while Ali et al. (2016) showed entertainment and physical environment drove satisfaction in hospitality settings. Other research emphasises the impact of service failures on negative emotions and the importance of effective recovery strategies (Lubbe & De Meyer-Heydenrych, 2019). Humanic cues, such as employee behaviour, have been shown to foster emotional engagement and satisfaction in luxury hotels

(Onyango et al., 2019). However, most of this literature focuses on B2C sectors or specific geographic areas and lacks application to complex B2B settings like ICT distribution in Kenya, where emotional drivers may differ. Moreover, few studies integrate holistic frameworks like Customer Journey Mapping to capture emotions throughout the reseller lifecycle. This study aims to fill this gap by applying CJM to explore how reseller sentiments influence satisfaction within Nairobi's ICT distribution sector, providing new insights into emotional dynamics in B2B relationships.

2.3.4. Service discrepancies and customer satisfaction

Service gaps or discrepancies are underpinned by the Expectancy-Disconfirmation theory advanced by Oliver (1980), who argued that customer satisfaction is determined by the difference between customer expectations and the actual performance of a product or service. Positive disconfirmation occurs when performance exceeds expectations, resulting in satisfaction, while negative disconfirmation happens when performance falls short, leading to dissatisfaction. Parasuraman et al., (1985), in their seminal works on service quality, identified five gaps that need to be addressed: these are the knowledge gaps that arise when management misinterprets customer expectations, while the policy gap occurs when understanding of management does not translate into appropriate service standards. The delivery gap reflects discrepancies between service standards and actual service delivery, often due to inadequate training or resources. The communication gap involves differences between what is promised in marketing and what is delivered. Finally, the perception gap is the difference between customer expectations and their actual service experiences, which ultimately determines customer satisfaction. The SERVQUAL model was therefore developed to address this gap, concentrating on five key aspects of service quality: Reliability, Assurance, Tangibles, Empathy, and Responsiveness. This model helps organisations to pinpoint specific areas for improvement by comparing customer expectations with their perceptions of the actual service received.

Samake et al., (2023) examined how service encounter quality, relationship quality, and perceived value impact customer loyalty within the Chinese hospitality industry. Targeting both domestic and foreign travellers through platforms such as websites, Facebook, TripAdvisor, emails, and tour operator databases, the study employed convenience sampling, with a pilot study conducted among 100 randomly selected tourists. A total of 1,000 travellers received structured questionnaires, and the data were analysed using SPSS and Amos Graphics software. The study found that high-quality service encounters, particularly in accommodation and front desk services, significantly boost customer loyalty. Moreover, it revealed a strong correlation between service encounter quality and loyalty, alongside a positive relationship between service quality and relationship quality. These findings suggest that hotels should prioritise exceptional service to improve customer experience and foster loyalty. However, the focus on hospitality and tourism limits the ability to generalise these insights into other sectors, such as ICT distribution, where service encounters might involve different touchpoints and expectations.

Shurair and Pokharel (2019) investigated the perception of service quality in Qatar's education sector, focusing on how service quality impacts student loyalty, university image, and culture/values. The study targeted 17,000 students, selecting a sample of 4,000, with 397 responses collected via email questionnaires. Using descriptive statistics, reliability analysis, gap analysis, and hypothesis testing, the study identified seven service quality dimensions: responsiveness, assurance, empathy, tangibles, image, and culture/values. The findings revealed significant service gaps, particularly in reliability, where students perceived academic support services as unreliable, leading to negative experiences. This misalignment between student expectations and actual service delivery negatively affected overall customer experience, emphasising the importance of service reliability in fostering satisfaction. The study suggests that educational institutions need to focus on enhancing their image, culture, and communication strategies to close these gaps and improve student loyalty and satisfaction. However, the focus on education and student services limits the broader applicability of these findings to sectors like ICT distribution, where service quality expectations may vary across different customer groups and touchpoints.

Sandada and Matibiri (2016) examined the effects of service quality, frequent flier programs, and safety perception on satisfaction and customer loyalty in the Southern African airline industry. The study targeted 148 airline passengers, selected through systematic random sampling, and analysed data using Structural Equation Modelling. The study applied the SERVQUAL model, considering dimensions such as reliability, customer service, and in-flight service. The findings revealed that service quality positively influenced customer satisfaction, which in turn enhanced customer loyalty. The study also found that while frequent flier programs and safety perceptions impacted loyalty, service quality was the primary driver of satisfaction and loyalty. Addressing service gaps, particularly those in service quality, can improve customer satisfaction, boost loyalty, and enhance profitability in the airline industry. However, the findings' relevance to other industries, such as ICT distribution, is limited, as customers' expectations and the role of service quality might differ significantly across sectors.

Muthoni and Otieno (2014) investigated service quality gaps and their impact on customer satisfaction in the banking industry in Mombasa, Kenya. The study targeted bank customers from 20 commercial banks, selecting a sample of 120 respondents using purposive sampling. Data collected through questionnaires was analysed using SPSS. The study found that service quality gaps, such as inadequate service delivery or unmet expectations, negatively impacted customer experience, leading to dissatisfaction and frustration. These service gaps were found to reduce customer loyalty and retention, underscoring the importance of addressing them to improve customer satisfaction and overall experience. Although the findings offer valuable insights into the banking sector, their direct applicability to the ICT distribution industry may be limited, as customer interactions and expectations differ between sectors.

Research consistently shows that service discrepancies and gaps between customer expectations and actual service performance are central to shaping customer satisfaction and loyalty, as theorised by Expectancy-Disconfirmation theory and operationalised through the SERVQUAL framework (Oliver, 1980; Parasuraman et al., 1985). Empirical studies across sectors such as hospitality (Samake et al., 2023), education (Shurair & Pokharel, 2019), airlines (Sandada & Matibiri, 2016), and banking (Muthoni & Otieno, 2014) demonstrate that addressing service quality gaps in reliability, responsiveness, and empathy significantly improves satisfaction and retention. However, while these findings underscore the importance of closing service gaps, their applicability to ICT distribution remains limited due to differences in service touchpoints,

customer expectations, and B2B relational dynamics. Notably, most studies focus on B2C contexts and lack integration with comprehensive journey-mapping frameworks that capture the multifaceted service interactions experienced by resellers. This study aims to fill this gap by employing Customer Journey Mapping to identify and address service discrepancies throughout the reseller journey within Nairobi's ICT distribution sector, thereby providing actionable insights for improving satisfaction in complex B2B environments.

2.4. Summary of Knowledge Gaps

The empirical literature review above draws on empirical, theoretical, and conceptual studies conducted by various authors, revealing several knowledge gaps, particularly within the Information Communication and Technology (ICT) distribution industry. Research by Ali et al., (2016) and Mbaabu (2020) mainly focuses on customer experiences within the hospitality and banking sectors, exploring B2C contexts. However, this study specifically investigated the ICT distribution industry in the B2B context. There is limited research on the ICT distribution sector, especially regarding the complexities of customer journeys that involve multiple touchpoints across pre-purchase, purchase, and post-purchase stages (Cepeda-Carrión et al., 2023; Koch and Hartmann, 2023). While studies by Ieva and Ziliani (2018) and Sithole et al., (2021) examine the influence of touchpoint quality on customer experience and satisfaction, they do not explore how these touchpoints can be integrated into Customer Journey Mapping (CJM) within the ICT distribution sector in Kenya to address customer sentiments and service reliability. This highlights the need for contextual research on CJM within the ICT distribution industry in Kenya, aiming to provide a more comprehensive understanding of customer experience, particularly in the B2B context.

Table 2.1: Summary of Knowledge Gaps

Topic	Author (s)	Key Findings	Research Gap	Focus of the Current Study
Customer touchpoints in driving loyalty in Italy's mobile sector	Ieva and Ziliani (2018)	identified 8 key touchpoints; customer service was critical for loyalty.	Single-country focus (Italy); cross-sectional surveys; lacks customer journey Mapping	Examining customer touchpoints in Kenya's ICT distribution sector using customer journey mapping
Touchpoint management and satisfaction in Spain's B2B express delivery	Cepeda-Carrión et al. (2023)	Key points (e.g., tracking and post-service support) influence satisfaction and loyalty.	Focused on express delivery, limited to online surveys, and lacks deeper qualitative insights into complex ecosystems.	Exploring customer touchpoints and satisfaction in ICT distribution in Kenya with a broader approach, including qualitative methods.
Website quality's impact on customer satisfaction in Dutch B2B	Koch and Hartmann (2023)	Website quality influences satisfaction and buying intentions.	A narrow focus on website quality, a small sample size, and limited applicability to diverse touchpoints in ICT distribution.	Investigating the impact of diverse customer touchpoints in ICT distribution on satisfaction in Kenya.
Financial touchpoints' impact on customer experience in Southern Africa	Sithole et al. (2021)	Retail environments and mobile services (e.g., M-Pesa) shape satisfaction and accessibility.	Focused on FMCG; limited sample size; not applicable to diverse touchpoints in ICT distribution.	Analysing diverse customer touchpoints in ICT distribution in Kenya, with a focus on distributor-reseller interactions.

Digital transformation in Kenya's banking sector	KPMG (2024)	Identified key customer needs (e.g., security, trust, omnichannel experiences) influencing satisfaction.	Does not address ICT distribution; customer touchpoints and expectations differ.	Assessing digital transformation's role in enhancing customer experience, leading to customer satisfaction in Kenya's ICT distribution
Pain points in home delivery and customer satisfaction in Sweden	Olsson et al. (2023)	Addressing delivery reliability, security, and communication improves satisfaction.	Narrow demographic focus, small sample size, lacks quantitative data for generalizability.	Investigating diverse customer pain points in ICT distribution in Kenya, with a broader approach.
Product features addressing pain points and willingness to pay	Wang (2023)	High pain-feature matching reduces willingness to pay, highlighting value perception.	Focused on a single market and product features, it lacks emotional insights on pain point resolution.	Exploring customer pain points and value perception in ICT distribution in Kenya.
Challenges faced by low-literate customers in retail environments	Mishra and Verma (2024)	Low-literate customers face frustration due to complex information, reducing satisfaction.	Focus on low-literate customers in retail; lacks broader application to ICT distribution.	Examining customer pain points and communication needs in ICT distribution in Kenya.
Service quality and customer satisfaction in mobile telecoms	Diedong and Abdulai (2021)	Addressing pain points like service interruptions and support enhances satisfaction.	Focus on mobile telecoms in Ghana; it lacks applicability to ICT Distribution with diverse service models.	Analysing service quality and customer pain points in ICT distribution in Kenya.

Service failures and customer emotions in banking	Lubbe and De Meyer-Heydenrych (2019)	Post-service failures need effective recovery strategies to improve satisfaction.	Focus on banking; lack of applicability to ICT distribution, where service dynamics differ.	Exploring service failure recovery strategies and emotional management in ICT distribution.
Dimensions of customer experience in luxury hotels	Onyango et al. (2019)	Humanic cues like staff behaviour significantly influence customer emotions and satisfaction.	Focus on luxury hotels; it lacks direct applicability to ICT distribution's customer interactions.	Investigating emotional engagement and customer experience within ICT distribution in Kenya.
Impact of service encounter quality, relationship quality, and perceived value on loyalty in hospitality	Samake et al. (2023)	High-quality service encounters, especially at the accommodation and front desk services, significantly boost customer loyalty.	Focus on hospitality, limited applicability to ICT distribution, where service encounters differ.	Exploring how service encounter quality impacts loyalty in the ICT distribution sector.
Perception of service quality and its impact on student loyalty in education	Shurair and Pokharel (2019)	Service quality gaps, particularly in reliability, negatively impact student satisfaction and loyalty.	Focus on education; it may not apply to sectors like ICT distribution, where service delivery dynamics vary.	Investigating the role of service quality in customer loyalty in ICT distribution.
Effects of service quality on customer loyalty in the airline industry	Sandada and Matibiri (2016)	Service quality directly influences customer satisfaction, which boosts loyalty.	Focus on airlines, with limited applicability to ICT distribution, where customer expectations differ.	Analysing how service quality affects customer loyalty in ICT distribution in Kenya.

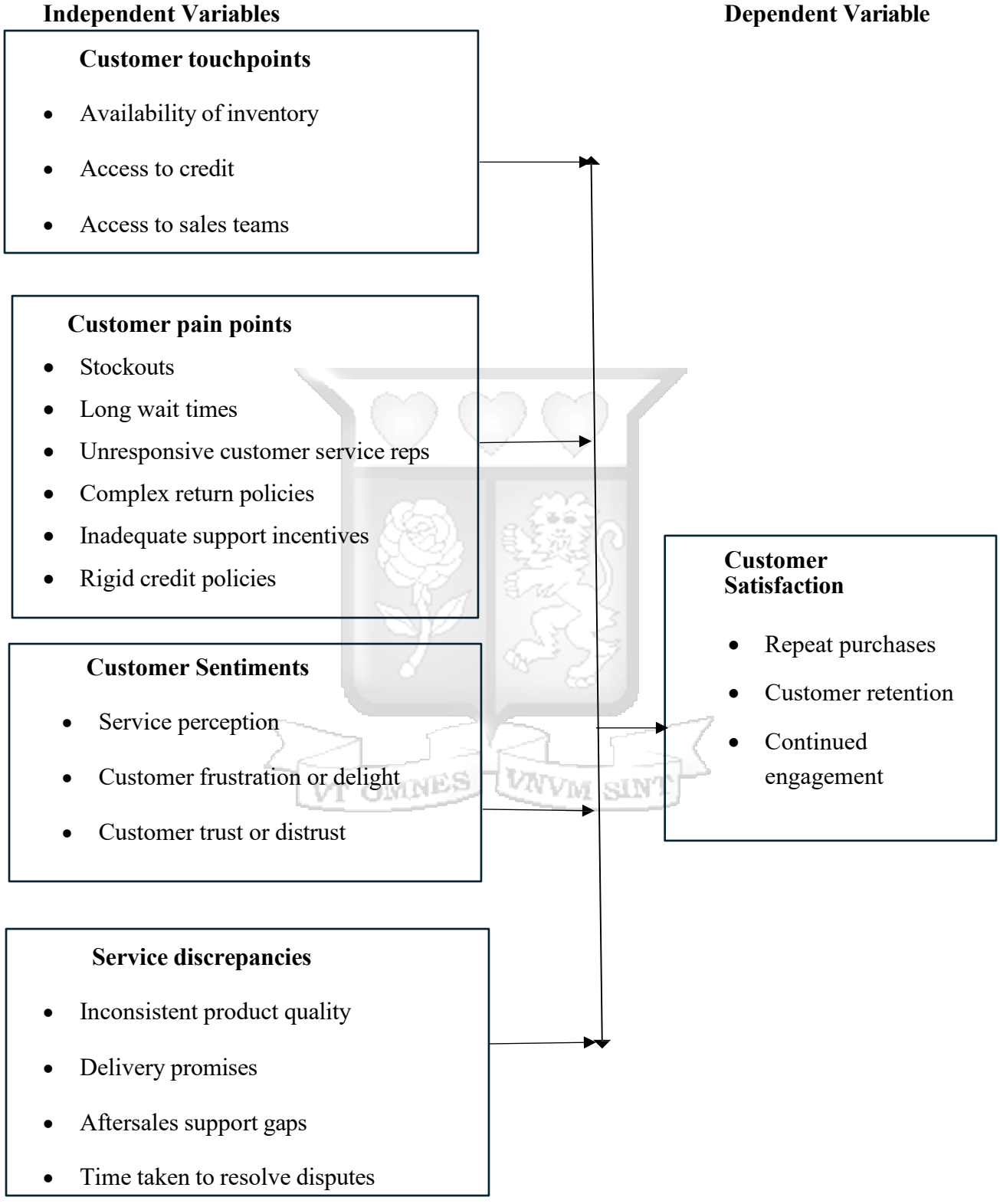
Service quality gaps and their impact on customer satisfaction in banking	Muthoni and Otieno (2014)	Service quality gaps lead to dissatisfaction, reducing loyalty and retention.	Focus on banking; it may not fully apply to ICT distribution, where customer interactions and expectations differ.	Examining service quality gaps and their impact on customer satisfaction in ICT distribution.

Source: Author (2025)

2.5. Conceptual Framework

The conceptual framework for this study was grounded in the theoretical underpinnings of this study, with the independent variables representing the key elements of the customer journey relevant to this study. The dependent variable, customer satisfaction, is viewed as an outcome of the various factors that shape the customer's journey.

Figure 2.1. Conceptual Framework



Source: Author (2025)

Figure 2.1: Conceptual Framework

This study aimed to analyse the effects of CJM on customer satisfaction among reseller firms in the ICT distribution industry in Nairobi County, Kenya, focusing on Red Dot Distribution. The independent variables were customer touchpoints, customer pain points, customer sentiments, and service discrepancies, and the dependent variable is customer experience. The research explored how these independent variables influence the customer experience in the context of the ICT distribution industry in Kenya.

Table 2.2. Operationalisation of study variables

Variable	Type of Variable	Indicator
Customer touchpoints	Independent	• Pre-purchase: Inquiries via phone or social media • Purchase: Order placement, cash/cheque payments, interactions with sales reps • Post-purchase: Delivery tracking, after-sales support, returns due to faulty items
Customer pain points	Independent	• Pre-purchase: Long waiting times, stockouts, inadequate support, complex return policies • Purchase: Rigid credit terms, long waiting times • Post-purchase: Delivery delays, inadequate follow-up, difficulty contacting support
Customer sentiments	Independent	• CSAT: Satisfaction levels measured through surveys • NPS: Likelihood of recommendation • Emotional responses: Positive, negative, neutral, linked to specific touchpoints • Perceived value and service quality based on satisfaction surveys
Service discrepancies	Independent	• Service Areas: Delivery promises, inconsistent product quality, gaps in after-sales support • Feedback: Rating customer experiences against expectations for service quality
Customer satisfaction	Dependent	• Repeat Purchases: Frequency of resellers making additional purchases from RDD. • Customer Retention: The ability to retain resellers over time. • Continued Engagement: Ongoing interaction with RDD, such as feedback

		or product inquiries

Author (2025)

2.6. Chapter Summary

This chapter began by discussing the relevant theories that underpin this research, commitment trust theory and customer experience management theory. The chapter also included an empirical analysis of the elements of customer journey maps and their effect on customer experience across various industries. It concluded by presenting the conceptual framework in a diagrammatic form.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1. Introduction

This chapter provides a detailed overview of the research methodology employed in this study. It covers the research philosophy, the research design, the population of the study, the sample, and the sampling techniques. Additionally, the chapter describes the data collection methods and procedures, operationalisation of the independent and dependent variables, the research quality criteria, data analysis techniques, and ethical considerations.

3.2. Research Philosophy

The research philosophy adopted for this study was positivism, asserting that reality is stable and can be objectively observed and described without interference from the researcher. This philosophy aligns with the study's objective of quantifying the effects of CJM on customer satisfaction in the ICT distribution industry in Kenya, as it allows the generation of reliable and statistically significant data. The research seeks to produce generalizable findings that are replicable across similar contexts.

Observations drawn from a positivistic study can be used for statistical analysis (Saunders et al., 2007). This approach is well-suited for this study as it uses surveys with structured questionnaires to collect numerical customer data. By focusing on measurable factors such as customer satisfaction scores, the study can objectively assess the impact of various aspects of the customer journey on customer experience. This minimises research bias and ensures that conclusions are drawn based on empirical evidence rather than subjective interpretation. Bryman and Bell (2011) note that quantitative methods are effective in providing clear, objective insights when dealing with large datasets.

Positivism philosophy also supports using deductive reasoning to explore existing theories using data collection and analysis (Saunders et al., 2007). Existing theories on customer journeys and customer experience were relied upon in this study to guide the research design with quantitative methods that provided a structured approach to gathering numerical data from a large dataset (Bryman and Bell, 2011). This systematic approach ensures a thorough examination of research questions, enhancing the credibility and validity of findings. The deductive approach, which is

central

to the positivism philosophy, is essential for hypothesis testing and theory verification (Creswell and Creswell, 2022). By adhering to the principles of positivism, the research aims to provide clear and objective insights that inform businesses on how important CJM is to customers' experience in the ICT distribution industry in Kenya.

3.3. Research Design

The research design for this study was primarily a descriptive cross-sectional research design, focusing on systematically investigating the effects of CJM on customer satisfaction among reseller firms in the ICT distribution industry in Nairobi County, Kenya, focusing on Red Dot Distribution. According to Bryman and Bell (2011), a descriptive research design gives a clear understanding of the phenomenon being studied to ensure clarity before data collection. This design is appropriate as it allows the measurement of factors such as customer satisfaction, facilitating the identification of key elements within the customer journeys.

The robustness of the research design was enhanced by employing a cross-sectional approach, which Creswell and Creswell (2022) argue is examining phenomena at a specific point in time and is ideal for investigating relationships between variables (Bryman and Bell, 2011).

The descriptive research design utilised questionnaires to collect data from many customers in the ICT distribution sector. This approach ensures that the data collected is consistent, reliable, and suitable for statistical analysis. The structured format of questionnaires enables efficient data collection, ensuring easy analysis of trends and patterns across a broad population (Bryman and Bell, 2011). This method aligns with the positivist philosophy that emphasises objectivity and uses empirical evidence to conclude (Creswell and Creswell, 2022). The research design effectively addresses the central research questions by specifying the sample, measurement techniques, and data collection methods.

3.4. Population of the study

The population of a study refers to a defined and finite set of units or elements from which a sample is selected for analysis. These units could include individuals, organisations, events, or other entities that fit the criteria for inclusion in the study, according to (Thompson, 2012).

For this case study, the target population consists of 657 customers of Red Dot Distribution

operating within Nairobi County, Kenya, as identified in 2024. This population was established through official data provided by Red Dot Distribution, which maintains detailed records of active customers engaged in regular business transactions within Nairobi County. The selection of this specific population ensured that the study focused on the most relevant and engaged segment of customers, directly reflecting customer satisfaction within Red Dot Distribution's operational context.

This population included customers who engage with Red Dot Distribution's products and services regularly, ensuring that the study investigated a relevant customer segment for assessing the impact of Customer Journey Mapping (CJM) on customer satisfaction and retention within the context of Nairobi's ICT distribution sector.

3.5. Sampling Design

The selection of respondents for this study adhered to scientific research principles to ensure the reliability and validity of the results. The study employed probability sampling techniques, specifically stratified random sampling, to select participants from the target population of Red Dot Distribution's active customers within Nairobi County. This method divided the population into relevant strata based on significant characteristics such as the size of the resellers, the type of customers they serve (corporate clients or individual consumers), and the type of products they sell (hardware or software). Stratified random sampling ensures that each subgroup is appropriately represented, leading to more accurate and insightful findings. (Saunders et al., 2007).

Lavrakas (2008) notes that stratified random sampling enhances the generalizability of the study's findings. By ensuring that the sample is representative of Red Dot's entire customer base, the results can be more confidently applied to the broader population of Red Dot's customers in Nairobi County. This method also offers a more comprehensive view of how customer journey mapping (CJM) may differ based on reseller characteristics, enabling the study to capture diverse perspectives on customer experience.

The strata consisted of large, small, and medium resellers based on their trading volume with Red Dot Distribution. The clientele type was also considered based on the type of customers they serve, either corporate clients or those that serve individual consumers or small businesses. The other stratum was the product type sold, which is hardware, that is, computers and networking equipment, and those focused on software or other ICT solutions.

Based on the population of 657 active resellers of Red Dot Distribution within Nairobi County, a sample size of approximately 243 respondents was selected. This sample size was calculated using a confidence level of 95% and a margin of error of 5%, which is deemed sufficient for reliable and generalizable results according to (Cochran, 1977).

Using the Cochran formula:

$$n = \frac{N \times Z^2 \times p \times (1-p)}{E^2 \times (N-1) + Z^2 \times p \times (1-p)}$$

Where:

n: Sample size

N: Population size (657 resellers)

Z: Z-value (1.96 for a 95% confidence level)

p: Estimated population proportion (0.5, assuming maximum variability)

E: Margin of error (0.05 or 5%)

Applying this formula and substituting:

$$n = (0.05)2 \times (657 - 1) + (1.96)2 \times 0.5 \times (1 - 0.5)/657 \times (1.96)2 \times 0.5 \times (1 - 0.5)$$

n therefore, there were 243 resellers.

This sample size ensured that the study captures a representative set of perspectives from Red Dot's resellers, allowing for a detailed analysis of how customer journey mapping affects customer satisfaction across different types of resellers in Nairobi County.

Table 3.1: Sample Distribution by Reseller Size

Reseller Size	**Estimated % of Population**	**Population Count**	**Sample Count (243)**
Large	20%	131	49
Medium	40%	263	97
Small	40%	263	97
Total	**100%**	**657**	**243**

3.6. Data Collection

The primary data collection for this study involved administering structured questionnaires to 243 resellers, ensuring a diverse representation across business size, product types, customer segments, and revenue levels. A hybrid approach was used, combining electronic methods like Google Forms and email with in-person interactions (pick-and-drop or face-to-face) to maximise response rates and ensure accessibility. This approach helped address barriers such as technology access and reluctance to participate in online surveys (Krosnick, 2018). The questionnaire primarily featured closed-ended questions, ideal for generating clear, numerical data on customer experience, satisfaction, and perceptions of RDD's products and services (Taherdoost, 2021). Likert scales were employed to measure customer sentiments and satisfaction levels.

The questionnaire was divided into sections focusing on key aspects of the reseller experience. The first section gathered demographic information to understand the profile of respondents. The second explored customer touchpoints to identify interactions with Red Dot Distribution, while the third section aimed to uncover pain points and challenges in the reseller experience. Sentiment-related questions assessed the overall relationship and trust between resellers and the company. The final sections addressed service discrepancies and overall customer satisfaction, providing insights into how CJM can enhance satisfaction in the ICT distribution sector.

3.7. Research Quality

The quality of research is largely determined by the data collected and its subsequent analysis. To ensure the credibility of the findings, this study utilised three essential tests: pilot testing, validity, and reliability.

3.7.1. Pilot Study

A pilot study was conducted to test the effectiveness of the research instruments, specifically the structured questionnaires, and to identify any potential issues before the main data collection phase. The pilot study involved a small sample of 65 respondents, which represents approximately 10% of the total population size. The sample included a mix of large, medium, and small resellers who transact with the company regularly. The selection ensured representation across different reseller sizes and product specialisations (hardware and software). Initial outreach was done via phone calls and in-person visits to the premises by the researcher, leveraging existing relationships

with account managers to facilitate participation. Consent was obtained from all respondents before administering the questionnaire. This allowed for an assessment of the clarity, relevance, and completeness of the questions, as well as the time required to complete the survey. Feedback from the pilot participants was used to refine the questionnaire and improve the overall data collection process.

Pilot studies are essential for assessing the validity and reliability of research instruments, identifying issues early, refining research instruments, and improving the validity and reliability of the study. Piloting helps assess logistics, test feasibility, and enhance data collection strategies (Malmqvist et al., 2019).

3.7.2. Validity

This refers to how accurately research tools measure the phenomena that are under study. Sekaran and Bougie (2016) define validity as the extent to which an instrument accurately measures the specific concept it is designed to evaluate. To validate the research instrument, the study focused on content and construct validity. Content validity was ensured by grounding the questionnaire items in established customer experience metrics like CSAT, NPS, and CES, which are aligned with the study's objectives of measuring customer satisfaction, loyalty, and effort (Farris, 2010). The questionnaire was also based on theoretical frameworks by Lemon and Verhoef (2016) and Schmitt (2003) to ensure that all relevant dimensions of Customer Journey Mapping (CJM) are covered. Content validity was further strengthened through feedback from study supervisors, who reviewed the questionnaire to confirm that all constructs are properly captured (Fink, 2015). Construct validity was assessed by expert evaluations and pilot testing to ensure that the instrument accurately measures the theoretical constructs of customer satisfaction and CJM. This comprehensive approach ensured that the research instrument effectively measures the intended phenomena.

3.7.3. Reliability

Reliability refers to the degree to which the data collection methods and analysis results are consistent and dependable (Bryman and Bell, 2011). In this study, a structured questionnaire was used with standard questions, which reduced ambiguity and ensured a uniform understanding of questions by all respondents, as recommended by (Krosnick, 2018). A pilot test was also carried out within a subset of the sample to refine the questions to ensure appropriateness, internal

consistency, and give room for improving and modifying questions according to (Creswell and Creswell, 2022). Data collection procedures were also standardised to support reliability by ensuring that the process is repeatable and free from subjective biases.

Reliability was tested using Cronbach's Alpha to ensure internal consistency with each construct being tested, such as customer touchpoints, customer pain points, customer sentiments, and service discrepancies. According to Sekaran and Bougie (2016), this reliability coefficient measures the internal consistency of a set of items, indicating how closely related the items are to one another, and they recommend that 0.70 is the acceptable range, which was the cutoff point. To ensure that the data falls within this range, a test-retest method was implemented to evaluate the stability of the instrument over time. This involved administering the instrument to the same group of participants on two separate occasions and correlating the resulting scores.

Table 3.2: Reliability Test Results

Variable	Number of Items	Cronbach's Alpha	Comment
Customer Touchpoints	7	0.836	Reliable
Customer Pain Points	7	0.792	Reliable
Customer Sentiments	7	0.871	Reliable
Service Discrepancies	8	0.846	Reliable
Customer Satisfaction	7	0.883	Reliable

The reliability test results shown in Table 3.2 indicate that all variables had Cronbach's Alpha coefficients above the recommended threshold of 0.70, confirming the internal consistency of the measurement items. Customer satisfaction measures showed the highest reliability ($\alpha = 0.883$), followed by customer sentiments ($\alpha = 0.871$), service discrepancies ($\alpha = 0.846$), customer touchpoints ($\alpha = 0.836$), and customer pain points ($\alpha = 0.792$). These results demonstrate that the research instrument was reliable and appropriate for the study. The test-retest correlation coefficient ($r = 0.857$) further confirmed the stability of the instrument over time.

3.8. Data Analysis

The data analysis for this study followed a structured approach, beginning with the use of descriptive statistics to summarize and explore the dataset, followed by inferential statistical

methods to assess relationships and draw conclusions about the effects of Customer Journey Mapping (CJM) on customer satisfaction among reseller firms in the ICT distribution sector focusing on Red Dot Distribution in Nairobi County, Kenya.

Descriptive statistics were employed as the first step to examine the fundamental features of the dataset. Using the Statistical Package for Social Sciences (SPSS) version 23, basic measures such as the mean, median, mode, standard deviation, and range were calculated for key metrics such as Customer Satisfaction Score (CSAT), Net Promoter Score (NPS), Customer Effort Score (CES), and sentiment analysis. This approach is ideal for summarising data and identifying trends and patterns, allowing for a better understanding of customer perceptions, pain points, and service gaps across the various touchpoints in the customer journey. According to Malhotra (2010), this method is crucial in drawing initial insights from large datasets, which can inform more advanced analyses.

Once the descriptive analysis was complete, inferential statistical techniques were applied to explore the relationships between key variables and determine their significance in affecting customer experience. Regression analysis was used to model the relationship between customer satisfaction (the dependent variable) and various independent variables such as customer touchpoints, pain points, sentiments, and service discrepancies. This technique allowed for the evaluation of the strength and impact of each variable on customer satisfaction. The approach used by Cepeda-Carrión et al., (2023) in their study of customer experience and satisfaction in the B2B context has proven effective for identifying the factors that most significantly influence satisfaction and loyalty, making it highly relevant for this study.

Correlation analysis was also performed to assess the strength and direction of relationships between different variables, such as the connection between specific touchpoints and customer satisfaction. This technique helped to quantify how changes in one variable might affect others, thus highlighting critical areas that influence customer experience. The application of correlation analysis, as demonstrated by Koch and Hartmann (2023), is particularly valuable in understanding the dynamics of the customer journey within the B2B sector.

Additionally, Analysis of Variance (ANOVA) was used to compare customer experiences across different strata, such as varying customer types or business sizes within the reseller market. This test was particularly helpful in identifying whether different groups experience customer journey touchpoints in significantly different ways. It allowed for a deeper understanding of how business

size or customer type might influence customer satisfaction and perceptions of service quality.

The regression analysis was based on the following equation:

$Y = Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \epsilon$

Where:

Y = Customer Satisfaction

β_1, β_2, β_3, β_4 = Beta coefficients β_0 = Constant

X_1 = Customer touchpoints X_2 = Customer pain points X_3 = Customer sentiments

X_4 = Service discrepancies ε = Error term

Pearson correlation coefficients were calculated to measure the strength and direction of relationships between key variables. For example, the correlation between customer satisfaction and specific pain points or touchpoints was examined to identify areas where improvements could enhance customer satisfaction. Further, sentiment analysis was applied to qualitative data from open-ended survey responses. This analysis categorised comments into positive, neutral, or negative sentiments, providing deeper insights into the emotional aspect of customer experiences across the various stages of the customer journey. By analysing the sentiment of customer feedback, the study uncovered how CJM can influence customer loyalty and satisfaction through emotional engagement, which is essential for developing strategies to improve overall customer satisfaction.

3.9. Ethical Considerations

The researcher sought ethical consideration from the Strathmore Ethics Review Board. Once approved, the researcher then sought a research permit from the National Commission for Science, Technology and Innovation (NACOSTI) to grant permission to collect data. An introductory letter was then obtained from Strathmore University to help introduce the study to the respondents. To uphold the highest ethical standards, this study ensures the confidentiality of participant data through anonymisation and secure storage methods. All respondents were provided with an informed consent form outlining the study's purpose, data usage, and their right to withdraw at any point. Additionally, to mitigate risks of coercion, participation was entirely voluntary, with no incentives that could unduly influence decision-making. Data collection adhered to Strathmore

University's guidelines on research ethics and complied with relevant Kenyan data protection laws.

3.10. Chapter Summary

This chapter outlined the research methodology employed to investigate the effect of Customer Journey Mapping (CJM) on customer satisfaction among resellers in Kenya's ICT distribution industry, focusing on Red Dot Distribution. Adopting a positivist philosophy, the study utilised a descriptive cross-sectional design to collect quantitative data from 243 reseller firms in Nairobi County, selected through stratified random sampling. Structured questionnaires were administered to measure key variables: customer touchpoints, customer pain points, customer sentiments, and service discrepancies using validated metrics such as CSAT, NPS, and CES. Data analysis involved descriptive statistics and inferential techniques to identify relationships between CJM practices and customer satisfaction. A pilot study ensured instrument reliability (Cronbach's Alpha ≥0.70), while ethical considerations included informed consent, confidentiality, and adherence to NACOSTI guidelines. The methodology ensures objective, generalizable insights to guide ICT distributors in optimising customer experience strategies.

CHAPTER FOUR

PRESENTATION OF RESEARCH FINDINGS

4.1. Introduction

This chapter presents the analysis and findings of the research study examining the effect of customer journey mapping on customer satisfaction among reseller firms in Nairobi County, Kenya, dealing with Red Dot Distribution. The analysis is structured according to the research objectives, beginning with response rate and demographic information, followed by a detailed analysis of how customer touchpoints, customer pain points, customer sentiments, and service discrepancies influence overall customer satisfaction. The chapter incorporates both descriptive and inferential statistical analyses to provide comprehensive insights into the relationships between the study variables.

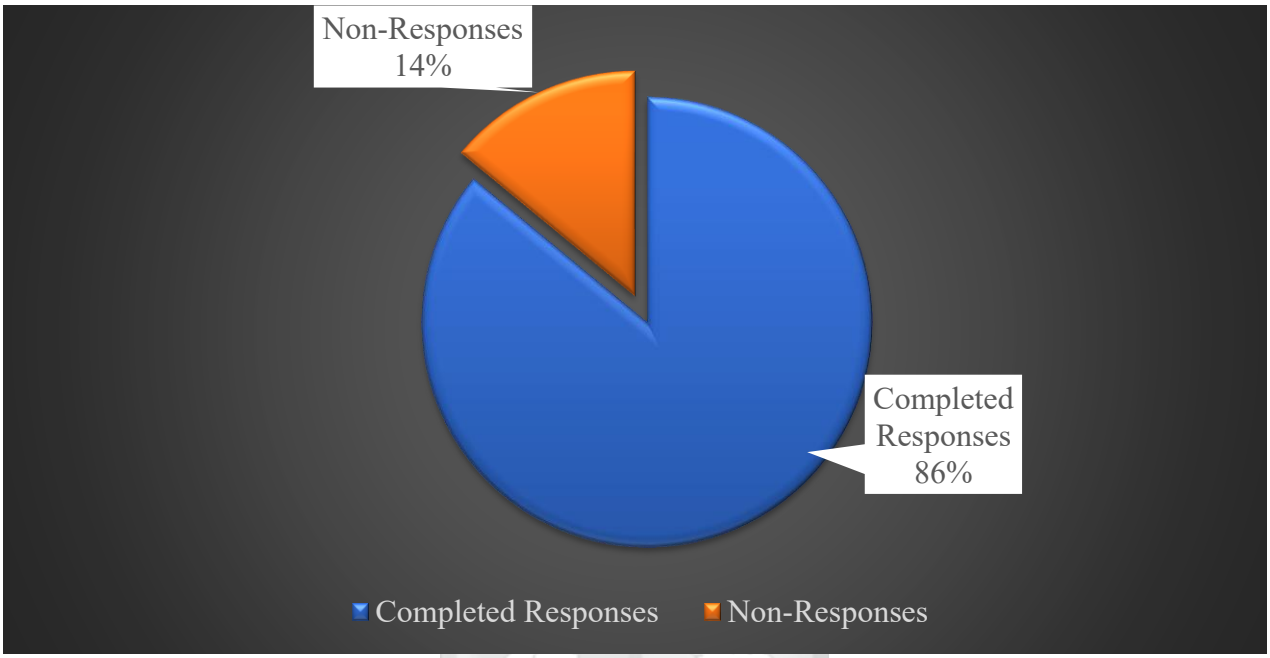
4.2. Background Information

This section highlights the response rate and the demographic information of the reseller firms that participated in the research. The study targeted resellers actively purchasing from Red Dot Distribution in Nairobi County, Kenya, collecting data through structured questionnaires to examine how customer journey mapping influences customer satisfaction.

4.2.1. Response Rate

The study targeted 243 respondents from resellers purchasing from Red Dot Distribution in Nairobi County, Kenya. Figure 4.1 shows the response rate distribution.

Figure 4.1: Response Rate



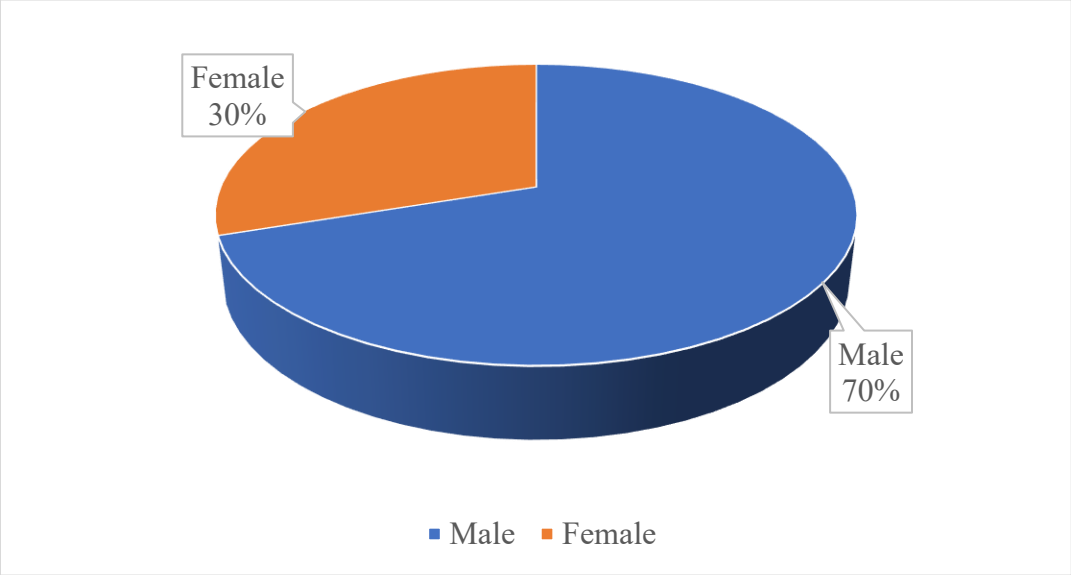
Primary Data (2025)

The response rate achieved of 86% is considered excellent for survey research and provides a sufficient foundation for statistical analysis and generalisation of findings. This satisfactory response rate can be attributed to the multi-modal data collection approach utilising both online and physical questionnaires, coupled with effective follow-up strategies. According to Mugenda and Mugenda (2003), a response rate of 50% is adequate for analysis and reporting, 60% is good, and 70% and above is excellent. Therefore, the response rate of 86% was excellent for this study. The high response rate enhanced the credibility and robustness of the study's conclusions, ensuring that the findings are representative of the broader population of resellers in the ICT distribution sector in Nairobi County. This also added significant value to the study, as it provided a strong statistical basis for the analysis of customer satisfaction, improving the reliability of the insights derived from the data.

4.2.2. Gender of Respondents

The study sought to establish the gender distribution of respondents from reseller firms purchasing from Red Dot Distribution. The results are presented in Figure 4.2.

Figure 4.2: Gender of Respondents



Primary Data (2025)

The analysis revealed that males constituted a significant majority (70%) of the respondents, while females accounted for 30% of the total participants. This gender distribution reflects the current composition of professionals in ICT reseller firms in Nairobi County, indicating that the sector remains predominantly male-dominated despite ongoing efforts to increase female participation in the technology industry**.** This finding implies that gender disparity remains a challenge in the ICT distribution sector, which may influence the types of customer relationships and interactions within the industry. By highlighting this trend, the study contributes valuable insights into the demographic composition of the sector, informing future strategies for diversity and inclusion initiatives. Additionally, it provides a deeper understanding of the factors that may shape customer satisfaction and engagement, given that gender dynamics could play a role in reseller experiences and perceptions of the distribution process.

4.2.3. Age of the Respondents

The study examined the age distribution of professionals in the reseller firms. The findings are presented in Table 4.1.

Table 4.1: Age of the Respondents

Age Group	Frequency	Percent
18-24	14	6.7%
25-34	61	29.2%
35-44	70	33.5%
45-54	55	26.3%
55-64	9	4.3%
Total	209	100.0%

Primary Data (2025)

Table 4.1 indicates that many respondents (33.5%) were aged between 35-44 years, followed closely by those in the 25-34 age bracket (29.2%) and 45-54 years (26.3%). Younger professionals (18-24 years) represented 6.7% of respondents, while those aged 55-64 years constituted the smallest group at 4.3%. This distribution suggests that ICT reseller firms in Nairobi County are predominantly managed by professionals in their middle career stages, with significant representation from both younger and more senior age groups. This finding implies that the customer journey experiences reflected in the data are influenced by professionals with diverse levels of experience and career stages. This provides a comprehensive perspective on customer satisfaction and engagement, enriching the study's insights into how different age groups perceive and navigate the distribution process. This demographic balance adds value by ensuring that the findings are representative of the varied experiences across different career stages within the ICT distribution sector.

4.2.4. Level of Education for Respondents

The study investigated the educational qualifications of professionals among resellers. The results are presented in Table 4.2.

Table 4.2: Level of Education for the Respondents

Education Level	Frequency	Percent
Secondary Education	2	1.0%
College/University Degree	157	75.0%
Postgraduate Qualification	50	24.0%
Total	**209**	**100.0%**

Primary Data (2025)

The data shows that many respondents (75%) held College/University degrees, while nearly a quarter (24%) had attained postgraduate qualifications. Only a small fraction (1%) reported secondary education as their highest level of education. This high level of educational qualification suggests that ICT reseller firms in Nairobi County prioritise advanced academic credentials for their key positions, ensuring a well-educated workforce capable of understanding and implementing complex customer journey mapping concepts. This finding implies that the professionals in the sector are likely well-equipped to grasp the strategic and analytical aspects of customer journey mapping, which may contribute to a more informed and effective application of CJM principles. This adds value to the study by indicating that the workforce's education level supports the successful adoption of customer-centric practices, making the insights derived from these respondents particularly relevant for understanding the dynamics of the customer journey in the ICT distribution sector.

4.2.5. Role in the Company

The analysis of respondents' positions within their organisations revealed varied roles across the reseller firms. The results are presented in Table 4.3.

Table 4.3: Role in the Company

Role	Frequency	Percent
Sales Executive	48	23.0%

Procurement officer	31	14.8%
Technical Support Officer	12	5.7%
CEO/Manager	118	56.5%
Total	209	100.0%

Primary Data (2025)

Table 4.3 shows that many respondents (56.5%) held CEO/Manager positions, indicating that the study captured insights from key decision-makers within the reseller firms. Sales Executives constituted 23.0% of respondents, followed by Procurement Officers (14.8%) and Technical Support Officers (5.7%). This distribution ensures that the study gathered perspectives from professionals across different functional areas who interact with customers at various touchpoints of the customer journey. This finding implies that the insights derived from these respondents provide a comprehensive view of how customer journey mapping is perceived and implemented at multiple levels of the organisation. The involvement of decision-makers, as well as frontline employees, enhances the study's value by offering a well-rounded understanding of the factors influencing customer satisfaction, loyalty, and service delivery throughout the customer journey.

4.2.6. Company Size (Employees)

The study examined the size distribution of reseller firms based on the number of employees. The findings are presented in Table 4.4.

Figure 4.4: Company Size (Employees)

Company Size (Employees)	Frequency	Percent
1-10	108	51.7%
11-50	75	35.9%
51-100	17	8.1%
100+	9	4.3%

Total	209	100.0%

Primary Data (2025)

The analysis reveals that over half of the participating reseller firms (51.7%) were micro-enterprises with 1-10 employees, while small enterprises with 11-50 employees accounted for 35.9% of the sample. Medium-sized firms with 51-100 employees represented 8.1% of respondents, and larger organizations with over 100 employees constituted 4.3%. This distribution reflects the predominance of micro and small enterprises in Kenya's ICT reseller market, which may influence how customer journey mapping is implemented and its impact on customer satisfaction. Th**is** finding implies that micro and small enterprises, which often have fewer resources, may approach customer journey mapping differently than larger organizations, possibly focusing more on personalized service or more streamlined processes. This adds value to the study by highlighting the varying approaches to CJM across different firm sizes and their potential effects on customer satisfaction, offering insights that can inform tailored strategies for firms at various stages of growth.

4.2.7. Years of Partnership with Red Dot Distribution

The study sought to determine the duration of the business relationship between reseller firms and Red Dot Distribution. The results are presented in Table 4.5.

Table 4.5: Years of Partnership with Red Dot Distribution

Partnership Duration	Frequency	Percent
Less than 1 year	11	5.3%
1-3 years	66	31.6%
4-6 years	44	21.1%
7 or more years	88	42.1%
Total	**209**	**100.0%**

Primary Data (2025)

The data indicates that a significant proportion of reseller firms (42.1%) maintained long-term

relationships with Red Dot Distribution, partnering for 7 or more years. Firms with 1-3 years of partnership represented 31.6% of respondents, while those with 4-6 years of partnership accounted for 21.1%. Only 5.3% of respondents had partnered with Red Dot Distribution for less than a year. This distribution suggests a stable customer base with established relationships, providing valuable insights into the long-term effects of customer journey mapping on satisfaction and loyalty. This finding implies that firms with longer partnerships are likely to have a deeper understanding of RDD's service delivery, making their feedback crucial for evaluating the sustained impact of CJM on customer satisfaction and loyalty. This adds value to the study by emphasising the role of long-term relationships in shaping customer experiences and loyalty, thereby informing strategies for enhancing customer engagement and retention.

4.2.8. Primary Customer Segment Served

The study examined the primary customer segments served by the reseller firms. The findings are presented in Table 4.6.

Table 4.6: Primary Customer Segment Served

Primary Customer Segment	Frequency	Percent
Corporate customers	121	57.9%
SMEs	51	24.4%
Individual customers	24	11.5%
Government	13	6.2%
Total	**209**	**100.0%**

Primary Data (2025)

Table 4.6 shows that many reseller firms (57.9%) primarily serve corporate customers, followed by those focused on Small and Medium Enterprises (SMES) at 24.4%. Resellers serving individual customers constituted 11.5% of respondents, while government-focused resellers represented 6.2%. This distribution underscores the B2B orientation of most reseller firms in the study, with corporate clients as their main customer segment. This finding implies that the customer journeys and satisfaction determinants for B2B clients, particularly corporate customers, are likely to differ

significantly from those of individual customers or SMES. This adds value to the study by highlighting the importance of tailoring customer journey mapping to different customer segments within the B2B space, offering insights into how corporate clients' needs and expectations influence satisfaction and loyalty in the ICT distribution sector.

4.3. Descriptive Analysis

The descriptive analysis section examines the central tendencies and variability of responses across the four key areas of study: customer touchpoints, customer pain points, customer sentiments, and service discrepancies. Using a 5-point Likert scale where 1 represents "Strongly Disagree" and 5 represents "Strongly Agree," the analysis provides insights into how reseller firms perceive their experience with Red Dot Distribution across various aspects of their customer journey.

4.3.1. Customer Touchpoints and Customer Satisfaction

The study examined how customer touchpoints influence customer satisfaction among reseller firms purchasing from Red Dot Distribution. This analysis focused on key aspects, including inventory availability, order placement efficiency, after-sales support, payment terms, account management, and proactive engagement. Table 4.7 shows the results of descriptive statistics for customer touchpoints.

Table 4.7: Customer Touchpoints and Customer Satisfaction

Statements	Mean	Std. Deviation
The availability of inventory meets my business needs consistently.	4.19	0.89
Order placement (online/offline) is seamless and efficient.	4.18	0.97
After-sales support (e.g., technical assistance, warranty claims) is readily accessible.	3.82	1.20

Credit terms and payment processes are flexible and transparent.	4.30	0.93
The availability of a dedicated account manager improves our overall experience with Red Dot Distribution.	4.39	0.65
Red Dot Distribution's sales representatives are knowledgeable and responsive to inquiries.	3.95	1.07
The company proactively engages with us to understand our evolving business needs.	4.25	0.98
Average	**4.15**	**0.96**

The overall mean of 4.7 for customer touchpoints indicates a high level of satisfaction with these aspects among the respondents. On the 5-point scale, this value falls between "Agree" (4) and "Strongly Agree" (5), suggesting that reseller firms are generally pleased with the touchpoints provided by Red Dot Distribution in their customer journey. The standard deviation of 0.96 indicates moderate variation in responses, suggesting relatively consistent experiences across the sampled reseller firms. Looking at specific touchpoints, the availability of a dedicated account manager received the highest rating (mean = 4.39, SD = 0.65), with 90.9% of respondents either agreeing or strongly agreeing that this improves their overall experience. The notably low standard deviation indicates high consistency in positive perceptions of this touchpoint. This suggests that Red Dot Distribution's investment in dedicated account management is highly valued by resellers and contributes significantly to customer satisfaction.

Credit terms and payment terms also scored highly (mean = 4.30, SD = 0.93), with 84.2% of respondents agreeing or strongly agreeing that these are flexible and transparent. This indicates

that Red Dot Distribution's financial touchpoints are well designed to meet resellers' needs, contributing positively to the overall customer experience. The company's proactive engagement to understand evolving business needs received strong positive feedback (mean = 4.25, SD = 0.98), with 82.3% of respondents agreeing or strongly agreeing with this statement. This suggests that Red Dot Distribution effectively maintains ongoing communication with resellers, adapting to their changing requirements.

Inventory availability (mean = 4.19, SD = 0.89) and order placement efficiency (mean = 4.18, SD = 0.97) both received positive ratings, with approximately 78-79% of respondents agreeing or strongly agreeing with these statements. These are fundamental touchpoints in the distribution business, and the positive ratings indicate that Red Dot Distribution manages these core operations effectively. Sales representatives' knowledge and responsiveness received a slightly lower but still positive rating (mean = 3.95, SD = 1.07), with 69.4% of respondents agreeing or strongly agreeing. The higher standard deviation suggests more variability in experiences with sales representatives, potentially indicating inconsistent performance across the sales team.

After-sales support received the lowest rating among the touchpoints (mean = 3.82, SD = 1.20), with 67.4% of respondents agreeing or strongly agreeing that it is readily accessible. The higher standard deviation and the fact that 16.2% of respondents disagreed or strongly disagreed with this statement suggest that after-sales support may be an area where Red Dot Distribution could improve its customer journey mapping to enhance customer satisfaction. These findings align with Lemon and Verhoef's (2016) research, which emphasised the importance of optimising every touchpoint in the customer journey to enhance the overall experience. The results suggest that while Red Dot Distribution excels in most touchpoints, particularly in account management and payment processes, there are opportunities for improvement in after-sales support and sales representative consistency to further enhance customer satisfaction.

4.3.2. Customer Pain Points and Customer Satisfaction

The analysis of customer pain points explored how various challenges and difficulties in the customer journey affect satisfaction among reseller firms purchasing from Red Dot Distribution. This section examined issues such as stockouts, delivery delays, issue resolution, technical support, product returns, credit facilities, and response time. Table 4.8 presents the descriptive statistics for customer pain points.

Table 4.8: Customer Pain Points and Customer Satisfaction

Statements	Mean	Std. Deviation
Stockouts negatively impact our ability to meet customer demand.	3.98	0.96
Delivery delays are common and affect our ability to meet customer demand.	3.14	1.46
Resolving issues (e.g., returns, disputes) is time-consuming.	3.56	1.21
Technical support does not always provide adequate assistance when needed.	2.49	1.27
The process for product returns and replacements is straightforward.	3.80	1.04
Access to credit facilities is not always transparent or predictable.	2.93	1.52.
The response time for customer inquiries is consistently slow.	2.68	1.24
Average	**3.23**	**1.24**

The overall mean of 3.23 for customer pain points indicates a moderate level of challenges experienced by reseller firms in their customer journey with Red Dot Distribution. This value falls slightly above the neutral point (3) on the 5-point scale, suggesting that while pain points exist, they are not uniformly severe across all aspects of customer experience. The relatively high standard deviation of 1.24 indicates substantial variation in responses, suggesting inconsistent experiences or perceptions of pain points among different resellers. Stockouts emerge as the most significant pain point (mean = 3.98, SD = 0.96), with 73.7% of respondents agreeing or strongly agreeing that these negatively impact their ability to meet customer demand. The lower standard deviation indicates relatively consistent agreement about this challenge across reseller firms. This suggests that inventory management is a critical area where Red Dot Distribution could improve its customer journey mapping to enhance satisfaction.

The process for product returns and replacements received a favourable assessment (mean = 3.80, SD = 1.04), with 65.1% of respondents agreeing or strongly agreeing that it is straightforward. This positive rating for what is often a challenging touchpoint in distribution businesses indicates that Red Dot Distribution has effective processes in place for handling returns and replacements, which contributes positively to customer satisfaction despite being a potential pain point. Issue resolution time emerged as a moderate pain point (mean = 3.56, SD = 1.21), with 55.6% of respondents agreeing or strongly agreeing that resolving issues is time-consuming. The higher standard deviation suggests varying experiences with issue resolution across different reseller firms, potentially indicating inconsistent handling of customer issues.

Delivery delays showed a mixed response pattern (mean = 3.14, SD = 1.46), with 43.5% of respondents agreeing or strongly agreeing that these are common and affect their ability to meet customer demand, while 37.8% disagreed or strongly disagreed. The notably high standard deviation indicates highly variable experiences with delivery reliability across reseller firms, suggesting that delivery performance may be inconsistent. Access to credit facilities received mixed responses (mean = 2.93, SD = 1.52), with 38.3% of respondents agreeing or strongly agreeing that it is not always transparent or predictable, while 45.0% disagreed or strongly disagreed. The highest standard deviation among all items indicates extremely varied experiences with credit facilities, suggesting that this aspect of the customer journey may be experienced very differently across reseller firms. Response time for customer inquiries was rated relatively positively (mean = 2.68, SD = 1.24), with 47.4% of respondents disagreeing or strongly disagreeing that it is consistently slow, compared to 26.3% who agreed or strongly agreed. This suggests that while there may be room for improvement, Red Dot Distribution generally maintains acceptable response times for customer inquiries.

Technical support received the most positive assessment among the potential pain points (mean = 2.49, SD = 1.27), with 57.5% of respondents disagreeing or strongly disagreeing that it doesn't always provide adequate assistance. This indicates that Red Dot Distribution's technical support is a strength in their customer journey, effectively addressing customer needs and contributing positively to satisfaction. These findings align with research by Følstad and Kvale (2018), who emphasised that identifying and addressing customer pain points is crucial for enhancing overall satisfaction. The results highlight inventory management (stockouts) as the most critical pain point to address, while also revealing strengths in technical support and returns processing that Red Dot

Distribution can leverage in their customer journey mapping strategy.

4.3.3. Customer Sentiments and Customer Satisfaction

The examination of customer sentiments focused on the emotional and trust-based aspects of the reseller relationship with Red Dot Distribution. This section analysed elements such as trust, professional interactions, commitment to customer success, feedback mechanisms, communication style, brand promise delivery, and purchase process experience. Table 4.9 presents the descriptive statistics for customer sentiments.

Table 4.9: Customer Sentiments and Customer Satisfaction

Statements	Mean	Std. Deviation
I trust Red Dot Distribution to fulfil its commitments.	4.44	0.73
Interactions with Red Dot's team are consistently positive and professional.	4.52	0.59
Red Dot's engagement with resellers demonstrates a commitment to customer success.	4.31	0.83
The company seeks feedback from resellers to enhance service delivery.	3.79	1.21
Red Dot's communication style is transparent and fosters trust	4.21	0.96
The company consistently delivers on its brand promise.	4.37	0.73
The purchase process	3.92	0.95

with Red Dot Distribution is smooth and hassle-free		
Average	**4.22**	**0.86**

The overall mean of 4.22 for customer sentiments indicates highly positive emotional and trust-based connections between reseller firms and Red Dot Distribution. This value falls well above the "Agree" (4) point on the 5-point scale, suggesting that resellers generally have strong positive sentiments toward their relationship with Red Dot Distribution. The relatively low standard deviation of 0.86 indicates reasonably consistent positive sentiments across the sampled reseller firms. The most striking finding is the exceptionally high rating for professional interactions with Red Dot's team (mean = 4.52, SD = 0.59), with 95.3% of respondents agreeing or strongly agreeing that these interactions are consistently positive and professional. The notably low standard deviation indicates remarkable consistency in this perception across resellers. This suggests that Red Dot Distribution has successfully established a customer-centric culture with well-trained staff who maintain high standards of professionalism across all customer interactions.

Trust in Red Dot Distribution to fulfil its commitments also received a very high rating (mean = 4.44, SD = 0.73), with 88.0% of respondents agreeing or strongly agreeing with this statement. This strong trust foundation is crucial for long-term business relationships and indicates that Red Dot Distribution has built a reputation for reliability and integrity with its reseller network. Consistent delivery on brand promise (mean = 4.37, SD = 0.73) was highly rated, with 88.5% of respondents agreeing or strongly agreeing that the company meets this expectation. The low standard deviation indicates consistent performance across reseller experiences, suggesting that Red Dot Distribution maintains reliable service standards that align with its brand positioning.

Commitment to customer success through reseller engagement (mean = 4.31, SD = 0.83) received strong positive sentiment, with 80.9% of respondents agreeing or strongly agreeing that Red Dot demonstrates this commitment. This indicates that resellers perceive Red Dot Distribution as a partner invested in their business success rather than merely a supplier. Transparent communication that fosters trust (mean = 4.21, SD = 0.96) was well-regarded, with 78.0% of respondents agreeing or strongly agreeing with this statement. This suggests that Red Dot Distribution's communication practices effectively build trust with resellers, although the slightly higher standard deviation indicates some variation in experiences.

The purchase experience (mean = 3.92, SD = 0.95) received a positive though slightly lower rating, with 71.8% of respondents agreeing or strongly agreeing that it is smooth and hassle-free. This indicates that while the purchasing experience is generally positive, there may be opportunities for further streamlining and improvement.

Feedback mechanisms (mean = 3.79, SD = 1.21) received the lowest rating among the sentiment measures, with 59.8% of respondents agreeing or strongly agreeing that the company seeks feedback to enhance service delivery. The notably higher standard deviation indicates more varied experiences with feedback collection across reseller firms. This suggests that while Red Dot Distribution does solicit feedback, this practice may not be consistently implemented across all reseller relationships. These findings align with research by Manthiou et al. (2020), which emphasised that positive emotions foster customer loyalty and advocacy, particularly in business-to-business contexts. The results indicate that Red Dot Distribution has successfully cultivated strong positive sentiments among its reseller network, particularly through professional interactions, trust building, and brand promise fulfilment. However, there are opportunities to enhance feedback mechanisms to further strengthen emotional connections with resellers.

4.3.4. Service Discrepancies and Customer Satisfaction

This section assessed the alignment between promised services and actual delivery experienced by reseller firms in their relationship with Red Dot Distribution. The analysis focused on the consistency of product quality, delivery timelines, issue resolution, dispute handling, communication about disruptions, support quality across channels, service timelines, and billing accuracy. Table 4.10 presents the descriptive statistics for service discrepancies.

Table 4.10: Service Discrepancies and Customer Satisfaction

Statements	Mean	Std. Deviation
Product quality matches what was promised at the time of purchase.	4.74	0.49
Deliveries consistently meet agreed timelines.	4.16	1.01

After-sales support resolves issues effectively and promptly.	4.11	0.87
Disputes (e.g., billing, product issues) are resolved promptly and fairly.	4.30	0.78
Red Dot proactively informs us of any potential supply chain disruptions.	3.94	1.21
Customer support quality is consistent across different service channels (email, phone, in-person).	4.24	0.86
The company offers clear timelines for resolving customer-reported service issues.	3.98	0.99
The accuracy of invoices, billing and statements of accounts is consistent across all transactions.	4.68	0.56
Average	**4.27**	**0.85**

The overall mean of 4.27 for service discrepancies indicates an exceptionally high level of alignment between promised and delivered services among reseller firms purchasing from Red Dot Distribution. This value falls well above the "Agree" (4) point on the 5-point scale, suggesting that Red Dot Distribution consistently delivers on its service promises across multiple aspects of the customer journey. The relatively low standard deviation of 0.85 indicates reasonable consistency in service delivery experiences across the sampled reseller firms. Product quality consistency received the highest rating (mean = 4.74, SD = 0.49), with an overwhelming 97.6% of respondents agreeing or strongly agreeing that product quality matches what was promised when purchasing. The remarkably low standard deviation indicates exceptional consistency in

quality assurance, suggesting that Red Dot Distribution has robust quality control processes and sets realistic expectations about product specifications.

Billing accuracy also received an exceptionally high rating (mean = 4.68, SD = 0.56), with 96.1% of respondents agreeing or strongly agreeing that invoices, billing, and statements of accounts are consistent across transactions. The low standard deviation indicates highly reliable financial processes, which is particularly important in distribution businesses where accurate billing builds trust and reduces administrative friction. Dispute resolution received a very positive assessment (mean = 4.30, SD = 0.78), with 80.9% of respondents agreeing or strongly agreeing that disputes are resolved promptly and fairly. This suggests that Red Dot Distribution has effective processes for addressing customer concerns, which contributes significantly to maintaining positive relationships despite occasional issues.

Consistency of customer support quality across different service channels also received high ratings (mean = 4.24, SD = 0.86), with 81.4% of respondents agreeing or strongly agreeing with this statement. This indicates that Red Dot Distribution has successfully implemented omnichannel support strategies that provide a consistent service experience regardless of how customers choose to interact. Delivery timeline consistency (mean = 4.16, SD = 1.01) was positively rated, with 75.6% of respondents agreeing or strongly agreeing that deliveries consistently meet agreed timelines. The slightly higher standard deviation suggests some variability in delivery experiences, which aligns with the earlier findings about delivery delays being a moderate pain point.

After-sales support effectiveness (mean = 4.11, SD = 0.87) was well-regarded, with 73.7% of respondents agreeing or strongly agreeing that issues are resolved effectively and promptly. This indicates generally good performance in post-purchase support, though the relatively high neutral response (23.9%) suggests room for further improvement. Service resolution timelines (mean = 3.98, SD = 0.99) received a positive though slightly lower rating, with 66.5% of respondents agreeing or strongly agreeing that the company offers clear timelines for resolving service issues. The higher percentage of neutral responses (25.8%) indicates that communication about service resolution expectations could be enhanced. Proactive communication about supply chain disruptions received the lowest rating (mean = 3.94, SD = 1.21), with 68.4% of respondents agreeing or strongly agreeing that Red Dot provides such information. The notably higher standard deviation indicates inconsistent experiences with disruption communications across reseller firms.

Given that stockouts were identified as a major pain point, improving supply chain communication could help manage reseller expectations and mitigate dissatisfaction.

4.3.5. Customer Satisfaction Levels

This section presents a comprehensive assessment of overall customer satisfaction among reseller firms purchasing from Red Dot Distribution. The analysis incorporates multiple satisfaction metrics based on the following statements from Section E of the questionnaire. Table 4.11 presents the descriptive statistics for these customer satisfaction measures.

Table 4.11: Customer Satisfaction Measures

Statements	Mean	Std. Deviation
How satisfied are you overall with Red Dot Distribution?	4.22	0.69
How likely are you to recommend Red Dot Distribution to others?	8.39	1.48
How easy is it to resolve issues with Red Dot Distribution?	3.97	0.91
My experience with Red Dot has led to an increased volume of business transactions.	4.04	0.83
Red Dot Distribution's commitment to quality service delivery influences my decision to remain a customer.	4.29	0.77
The company's post-sales engagement ensures we maximise the value of our purchases.	3.99	1.07
The efficiency of Red Dot's sales process contributes to	4.21	0.84

my continued business relationship with them.		
Average	**4.16**	**0.94**

The overall assessment of customer satisfaction indicates a high level of satisfaction among reseller firms purchasing from Red Dot Distribution. The average mean score of 4.16 across all satisfaction measures demonstrates strong positive sentiment, falling well above the midpoint of the various measurement scales. The moderately low average standard deviation of 0.94 suggests reasonable consistency in satisfaction levels across different aspects of customer experience and among different reseller firms. The Customer Satisfaction Score (CSAT), as measured by overall satisfaction, shows an impressive mean of 4.22 (on a 5-point scale), with 85.1% of respondents reporting they are satisfied or very satisfied with Red Dot Distribution. Notably, not a single respondent reported dissatisfaction, with only 14.8% expressing a neutral position. The low standard deviation (0.69) indicates consistent satisfaction across resellers. This high CSAT score suggests that Red Dot Distribution's customer journey mapping efforts have effectively addressed the key factors that drive satisfaction in the ICT distribution industry.

The Net Promoter Score (NPS) calculation reveals a very strong mean of 8.39 (on a 0-10 scale), with 52.2% of respondents classified as Promoters (9-10 rating), 36.8% as Passives (7-8 rating), and only 11.0% as Detractors (0-6 rating). This yields a calculated NPS of +41 (percentage of Promoters minus percentage of Detractors), which is considered excellent in the B2B sector. This strong NPS indicates that many reseller firms are not only satisfied with Red Dot Distribution but are also willing to actively recommend the company to others, suggesting strong loyalty and positive word-of-mouth potential. The Customer Effort Score (CES), as measured by the ease of resolving issues, shows a positive mean of 3.97 (on a 5-point scale), with 71.7% of respondents finding it easy or very easy to resolve issues with Red Dot Distribution. Only 7.2% reported difficulty, with 21.1% expressing a neutral stance. This indicates that while Red Dot Distribution generally has effective issue resolution processes, there may be room for improvement to address the cases where customers have trouble or neutrality in problem resolution.

The impact of the customer relationship on business growth was rated positively, with a mean of 4.04 (on a 5-point scale). A substantial 73.7% of respondents reported that their experience with Red Dot Distribution led to a significant or extremely significant increase in business volume. This

demonstrates that positive customer experiences with Red Dot Distribution translate into tangible business benefits for reseller firms, reinforcing the importance of effective customer journey mapping for mutual business success. Red Dot Distribution's commitment to quality service delivery received the highest rating among all satisfaction measures (mean = 4.29, SD = 0.77), with 85.1% of respondents agreeing or strongly agreeing that this factor influences their decision to remain a customer. This highlights the critical importance of maintaining high service quality standards throughout the customer journey to foster long-term relationships in the ICT distribution industry.

Post-sales engagement's role in maximising purchase value received a positive but slightly lower rating (mean = 3.99, SD = 1.07), with 71.3% of respondents agreeing or strongly agreeing that Red Dot Distribution's post-sales engagement ensures they maximise the value of their purchases. The higher standard deviation indicates more variable experiences with post-sales engagement, suggesting potential inconsistencies in this phase of the customer journey that could be addressed to enhance overall satisfaction. The sales process efficiency's contribution to continued business relationships was rated strongly positive (mean = 4.21, SD = 0.84), with 81.3% of respondents agreeing or strongly agreeing with this statement. This reinforces the importance of streamlined and efficient sales processes in fostering long-term customer relationships.

These findings align with research by Meyer and Schwager (2007), who emphasised that customer satisfaction is shaped by the cumulative effect of multiple interactions across the entire customer journey. The consistently high ratings across different satisfaction measures indicate that Red Dot Distribution has successfully implemented customer journey mapping to enhance overall customer satisfaction, with strengths in quality service delivery, sales efficiency, and fostering business growth for its reseller partners.

4.4. Correlation Analysis

This section presents the correlation analysis between the study variables to examine the strength and direction of relationships between customer journey mapping elements (customer touchpoints, customer pain points, customer sentiments, and service discrepancies) and customer satisfaction among reseller firms in the ICT distribution industry in Nairobi County, Kenya. The analysis employs Pearson's correlation coefficient to measure these relationships, where values closer to 1 indicate stronger positive correlations and a significance level of $p < 0.05$ was used to determine

statistical significance.

Table 4.12: Correlation Analysis

		Customer Satisfaction	Touch points	Pain Points	Customer Sentiments	Service Discrepancies
Customer Satisfaction	Pearson Correlation	1.000				
	Sig. (2-tailed)					
Touchpoints	Pearson Correlation	.729**	1.000			
	Sig. (2-tailed)	0.000				
Pain Points	Pearson Correlation	.811**	.653**	1.000		
	Sig. (2-tailed)	0.000	0.000			
Customer Sentiments	Pearson Correlation	.788**	.805**	.671**	1.000	
	Sig. (2-tailed)	0.000	0.000	0.000		
Service Discrepancies	Pearson Correlation	.741**	.729**	.638**	.833**	1.000
	Sig. (2-tailed)	0.000	0.000	0.000	0.000	

** Correlation is significant at the 0.01 level (2-tailed).

Table 4.12 reveals strong positive correlations between all study variables, with all relationships being statistically significant at $p < 0.01$. Customer pain points show the strongest correlation with customer satisfaction ($r = 0.811$), indicating that effectively addressing pain points throughout the customer journey has the most substantial influence on overall satisfaction. This finding aligns with Følstad and Kvale (2018), who found that businesses that systematically identify and address customer pain points experienced a 35% increase in customer retention and a 28% improvement

in satisfaction ratings. The strong correlation suggests that Red Dot Distribution's efforts to minimise stockouts and streamline issue resolution processes could yield significant improvements in customer satisfaction.

Customer sentiments demonstrate the second strongest correlation with customer satisfaction (r = 0.788), highlighting the importance of positive emotional connections and trust in the reseller-distributor relationship. This supports the findings of Manthiou et al. (2020), who observed that B2B relationships with strong emotional engagement experienced 22% higher customer retention rates and 43% more repeat business than those focused solely on transactional aspects. For Red Dot Distribution, cultivating professional interactions and building trust appear to be significant drivers of satisfaction, particularly in the ICT distribution industry, where relationship quality is paramount.

Service discrepancies show a strong positive correlation with customer satisfaction (r = 0.741), indicating that minimising gaps between promised and delivered services significantly influences satisfaction levels. This aligns with research by Shurair and Pokharel (2019), who found that organisations that reduced service gaps experienced a 31% improvement in customer satisfaction scores and a 27% reduction in complaints. Red Dot Distribution's consistency in product quality and billing accuracy is likely to contribute substantially to reseller satisfaction levels. Customer touchpoints exhibit a strong correlation with customer satisfaction (r = 0.729), reinforcing the importance of effectively managing interactions throughout the customer journey. This supports research by Ieva and Ziliani (2018), who found that organisations with optimised touchpoint management saw a 25% increase in customer satisfaction and a 33% improvement in loyalty metrics. For Red Dot Distribution, continuing to enhance dedicated account management and payment processes could further strengthen satisfaction levels among reseller firms.

4.5. Regression Analysis

This section presents the regression analysis results examining the effect of customer journey mapping on customer satisfaction among reseller firms in the ICT distribution industry in Nairobi County, Kenya. Multiple regression analysis was conducted to determine the individual influence of customer touchpoints, customer pain points, customer sentiments, and service discrepancies on customer satisfaction. The analysis includes model summaries, ANOVA results, and coefficient tables to provide comprehensive insights into these relationships.

4.5.1. Customer Touchpoints and Customer Satisfaction

The analysis examines how customer touchpoints influence customer satisfaction, measuring the predictive power of touchpoint management on satisfaction outcomes.

Table 4.13: Regression Analysis for Customer Touchpoints and Customer Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.729[a]	.532	.529	.4308524

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	43.619	1	43.619	234.974	.000[b]
Residual	38.426	207	.186		
Total	82.045	208			

Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.030	.202		5.095	.000
Touchpoints	.738	.048	.729	15.329	.000

The Model Summary indicates a strong relationship between customer touchpoints and customer satisfaction (R=.729). The R Square value of .532 suggests that customer touchpoints explain 53.2% of the variance in customer satisfaction. This robust relationship aligns with research by Ieva and Ziliani (2018), who found that effectively managed touchpoints contributed to over 50% of the variance in customer satisfaction scores in service-oriented businesses. The ANOVA results

demonstrate that the regression model is statistically significant (F=234.974, p=.000), indicating that customer touchpoints are a reliable predictor of customer satisfaction. This supports Koch and Hartmann's (2023) research showing that the quality of touchpoints significantly predicts customer satisfaction and buying intentions in B2B contexts. The Coefficients table reveals a significant positive relationship (β=.729, p=.000) between customer touchpoints and customer satisfaction. The unstandardized coefficient (B=.738) indicates that a one-unit improvement in customer touchpoint management leads to a 0.738-unit increase in customer satisfaction. This finding highlights the critical importance of optimising touchpoints throughout the customer journey to enhance overall satisfaction among reseller firms.

Arising from these results, the linear regression equation for this relationship is presented as:

$Y = 1.030 + 0.738x + e$

Where:

Y = Customer satisfaction

1.030 = Constant

0.738 = Unstandardised coefficient for customer touchpoints

X = Customer touchpoints

e = Error term

4.5.2. Customer Pain Points and Customer Satisfaction

This analysis evaluates the impact of customer pain points on customer satisfaction management effectiveness.

Table 4.14: Regression Analysis for Customer Pain Points and Customer Satisfaction

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.811[a]	.658	.656	.3683517
ANOVA				

	Sum of Squares	df	Mean Square	F	Sig.
Regression	53.959	1	53.959	397.684	.000[b]
Residual	28.086	207	.136		
Total	82.045	208			

Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.670	.174		3.857	.000
Pain Points	.858	.043	.811	19.942	.000

The Model Summary reveals a very strong relationship (R=.811) between customer pain points and customer satisfaction. The R Square value of .658 indicates that customer pain points explain 65.8% of the variance in customer satisfaction, making it the strongest individual predictor among the four customer journey mapping elements. This finding supports research by Følstad and Kvale (2018), who found that addressing pain points effectively can account for up to 70% of the variance in overall customer satisfaction scores. The ANOVA results confirm the model's statistical significance (F=397.684, p=.000), validating the predictive power of customer pain points on satisfaction levels. This aligns with Olsson et al.'s (2023) research showing that identifying and resolving pain points significantly predicted customer satisfaction and loyalty in service delivery contexts. The Coefficients table shows a significant positive relationship (β=.811, p=.000), with an unstandardized coefficient (B=.858) indicating that a one-unit improvement in addressing customer pain points leads to a 0.858-unit improvement in customer satisfaction. This strong effect highlights the critical importance of systematically identifying and addressing pain points throughout the customer journey to enhance satisfaction among reseller firms.

Arising from these results, the linear regression equation for the relationship between customer pain points and customer satisfaction is:

$Y=0.670+0.858X+e$

Where:

Y = Customer Satisfaction

X = Customer Pain Points

0.670 = Constant

0.858 = Unstandardised coefficient for customer pain points

e = Error term

4.5.3. Customer Sentiments and Customer Satisfaction

This analysis examines how customer sentiments affect customer satisfaction levels.

Table 4.15: Regression Analysis for Customer Sentiments and Customer Satisfaction

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.788[a]	.622	.620	.3872085

ANOVA					
	Sum of Squares	**df**	**Mean Square**	**F**	**Sig.**
Regression	51.010	1	51.010	340.223	.000[b]
Residual	31.036	207	.150		
Total	82.045	208			

Coefficients					
	Unstandardized Coefficients		**Standardized Coefficients**	**t**	**Sig.**
	B	**Std. Error**	**Beta**		
(Constant)	1.049	.167		6.269	.000
Customer Sentiments	.721	.039	.788	18.445	.000

The Model Summary indicates a strong relationship (R=.788) between customer sentiments and customer satisfaction. The R Square value of .622 suggests that customer sentiments explain 62.2% of the variance in customer satisfaction. This finding aligns with research by Manthiou et al. (2020), who found that emotional engagement and trust accounted for approximately 60% of the variance in customer satisfaction and loyalty in B2B relationships. The ANOVA results demonstrate that the regression model is statistically significant (F=340.223, p=.000), confirming that customer sentiments are a reliable predictor of satisfaction. This supports Ladhari's (2009) research showing that emotional responses to service interactions significantly predict overall satisfaction and behavioural intentions. The Coefficients table shows a significant positive relationship (β=.788, p=.000), with an unstandardized coefficient (B=.721) indicating that a one-unit improvement in positive customer sentiments leads to a 0.721-unit increase in customer satisfaction. This finding emphasises the importance of fostering positive emotional connections and trust in distributor-reseller relationships to enhance overall satisfaction.

Arising from these results, the linear regression equation for this relationship is presented as:

$Y = 1.049 + 0.721X + e$

Where:

Y = Customer Satisfaction

X = Customer Sentiments

1.049 = Constant

0.721 = Unstandardised coefficient for customer sentiments

e = Error term

4.5.4. Service Discrepancies and Customer Satisfaction

This analysis examines how service discrepancies affect customer satisfaction levels.

Table 4.16: Regression Analysis for Service Discrepancies and Customer Satisfaction

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate

1	.741[a]	.549	.547	.4226922

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	45.061	1	45.061	252.204	.000[b]
Residual	36.984	207	.179		
Total	82.045	208			

Coefficients

	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.055	.194		5.447	.000
Service Discrepancies	.712	.045	.741	15.881	.000

The Model Summary reveals a strong relationship (R=.741) between service discrepancies and customer satisfaction. The R Square value of .549 indicates that service discrepancies explain 54.9% of the variance in customer satisfaction. This supports Parasuraman et al.'s (1985) SERVQUAL model findings that gaps between expected and delivered service account for approximately 55% of the variance in customer satisfaction ratings. The ANOVA results confirm the model's statistical significance (F=252.204, p=.000), validating the predictive power of service discrepancies on satisfaction levels. This aligns with research by Shurair and Pokharel (2019) demonstrating that minimising service gaps significantly predicts customer satisfaction and loyalty. The Coefficients table shows a significant positive relationship (β=.741, p=.000), with an unstandardized coefficient (B=.712) indicating that a one-unit improvement in minimising service discrepancies leads to a 0.712-unit increase in customer satisfaction. This finding highlights the importance of ensuring consistent service delivery that meets or exceeds customer expectations throughout the journey to enhance satisfaction among reseller firms.

Arising from these results, the linear regression equation for this relationship is presented as:

$Y = 1.055 + 0.712X + e$

Where:

Y = Customer Satisfaction

X = Service Discrepancies

1.055 = Constant (intercept)

0.712 = Unstandardised coefficient for service discrepancies

e = Error term

4.5.5. Multiple Regression Model

While the previous sections examined the individual effects of each customer journey mapping element on customer satisfaction, it is important to understand how these elements function collectively, as in practice, these variables operate simultaneously rather than in isolation. To address this, a multiple regression analysis was conducted incorporating all four independent variables.

Table 4.17: Multiple Regression Analysis for Combined Model

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881[a]	.776	.771	.3003367

ANOVA

	Sum of Squares	df	Mean Square	F	Sig.
Regression	63.644	4	15.911	176.393	.000[b]
Residual	18.401	204	.090		
Total	82.045	208			

Coefficients

	Unstandardized Coefficients	Standardized Coefficients	t	Sig.

	B	Std. Error	Beta		
(Constant)	.053	.159		.332	.740
Touchpoints	.095	.059	.094	1.602	.111
Pain Points	.502	.050	.474	10.128	.000
Customer Sentiments	.258	.065	.282	3.952	.000
Service Discrepancies	.130	.059	.136	2.201	.029

The model summary reveals a strong collective relationship between the four customer journey mapping elements and customer satisfaction, with R = .881. The R Square value of .776 indicates that together, customer touchpoints, customer pain points, customer sentiments, and service discrepancies explain 77.6% of the variance in customer satisfaction. This explanatory power is higher than any individual variable alone, demonstrating the value of an integrated approach to customer journey mapping. This finding supports Lemon and Verhoef's (2016) research showing that holistic customer journey management explains approximately 75-80% of the variance in customer satisfaction and loyalty metrics.

The ANOVA results confirm that the regression model is statistically significant ($F = 176.393$, $p < .001$), indicating that the four customer journey mapping elements collectively serve as reliable predictors of customer satisfaction. This significant F-statistic validates the model's ability to explain the variation in the dependent variable beyond what would be expected by chance. The coefficients table reveals that three of the four customer journey mapping elements are statistically significant predictors of customer satisfaction in the combined model. Customer pain points remain the strongest predictor ($\beta = .474$, $p = .000$), with an unstandardized coefficient ($B = .502$) indicating that a one-unit improvement in addressing pain points leads to a 0.502-unit increase in customer satisfaction, holding other variables constant. This finding aligns with Følstad and Kvale's (2018) research, emphasising the primacy of pain point resolution in enhancing customer experience.

Customer sentiments emerge as the second strongest predictor ($\beta = .282$, $p = .000$), with a one-unit improvement leading to a 0.258-unit increase in customer satisfaction. Service discrepancies show

a significant, though smaller effect (β = .136, p = .029), with a one-unit enhancement resulting in a 0.130-unit improvement in customer satisfaction. Interestingly, customer touchpoints (β = .094, p = .111) become non-significant in the combined model, suggesting that their effect may be mediated by the other variables.

When comparing the combined model with individual regression analyses, several notable differences emerge. First, the combined model's explanatory power (R^2 = .776) shows a substantial improvement over any individual variable alone, confirming the complementary nature of the four customer journey mapping elements. Second, the standardised coefficients in the combined model differ markedly from those in the individual models. For instance, customer pain points' standardised coefficient decreased from β = .811 in the individual model to β = .474 in the combined model, indicating shared variance with other predictors. Similarly, customer touchpoints lost statistical significance in the combined model, suggesting that their effects may be captured through the other variables.

These findings highlight the complex interrelationships among customer journey mapping elements and underscore the importance of addressing all aspects simultaneously to maximise customer satisfaction. The results suggest that while each element contributes to customer satisfaction, their effects are not simply additive but interact in complex ways that shape the overall customer experience. For Red Dot Distribution, this implies that a comprehensive customer journey mapping strategy that addresses pain points, nurtures positive sentiments, minimises service discrepancies, and optimises touchpoints yielded the greatest improvements in customer satisfaction among reseller firms.

Based on the results from the multiple regression analysis, the regression equation for customer satisfaction, incorporating all four independent variables (customer touchpoints, customer pain points, customer sentiments, and service discrepancies), is:

$$Y = 0.053 + 0.095X_1 + 0.502X_2 + 0.258X_3 + 0.130X_4 + e$$

Where:

Y = Customer Satisfaction (dependent variable)

X_1 = Customer Touchpoints

X_2 = Customer Pain Points

X_3 = Customer Sentiments

X_4 = Service Discrepancies

0.053 = Constant

0.095 = Beta coefficient for Customer Touchpoints (X_1)

0.502 = Beta coefficient for Customer Pain Points (X_2)

0.258 = Beta coefficient for Customer Sentiments (X_3)

0.130 = Beta coefficient for Service Discrepancies (X_4)

e = Error term

4.6. Chapter Summary

This chapter presents the research findings on how customer journey mapping affects customer satisfaction for ICT resellers in Nairobi, focusing on Red Dot Distribution. A strong 86% response rate provided data on reseller demographics (mainly male, mid-career professionals with high education. Descriptive analysis showed high satisfaction with customer touchpoints, especially account management and payment, but identified after-sales support as needing improvement. Customer pain points revealed stockouts as a key issue, while technical support and returns were well-regarded. Resellers expressed strong positive customer sentiments (trust, professionalism), though feedback processes could be better. Finally, service discrepancies were low, with high marks for product quality and billing accuracy, but some variability in delivery timelines. Overall, the chapter provides a detailed statistical overview of reseller experiences and satisfaction levels related to their journey with Red Dot Distribution.

CHAPTER FIVE

DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1. Introduction

This chapter presents a summary of findings and discusses and relates them to previous studies. The chapter then presents conclusions drawn from the research and provides recommendations based on the findings. Lastly, the chapter identifies areas for further research that could enhance understanding of customer journey mapping and its effect on customer satisfaction in the ICT distribution industry in Nairobi County, Kenya.

5.2. Summary

This study investigated the effect of customer journey mapping on customer satisfaction among reseller firms in Nairobi County, Kenya, with a specific focus on Red Dot Distribution. Specifically, the study examined how customer touchpoints, customer pain points, customer sentiments, and service discrepancies influence customer satisfaction within the ICT distribution sector. The research was grounded in Commitment-Trust Theory and Customer Experience Management Theory. The study obtained data from 209 respondents representing reseller firms purchasing from Red Dot Distribution in Nairobi County. The data analysis included both correlation and regression tests. Correlation analysis revealed a strong positive and significant relationship between customer pain points and customer satisfaction ($r=0.811$, $p=0.000$). The tests also showed a strong positive relationship between customer sentiments and customer satisfaction ($r=0.788$, $p=0.000$). Findings further indicate strong positive and significant relationships between service discrepancies and customer satisfaction ($r=0.741$, $p=0.000$), as well as between customer touchpoints and customer satisfaction ($r=0.729$, $p=0.000$).

Results from individual regression analyses revealed that customer pain points had the strongest effect on customer satisfaction, explaining 65.8% of the variance ($R^2=0.658$, $p=0.000$). The study demonstrated a strong, significant relationship between customer sentiments and customer satisfaction, accounting for 62.2% of the variance ($R^2=0.622$, $p=0.000$). Service discrepancies showed similar results, explaining 54.9% of the variance in customer satisfaction ($R^2=0.549$, $p=0.000$), while customer touchpoints explained 53.2% of the variance ($R^2=0.532$, $p=0.000$).

The combined regression model incorporating all four variables demonstrated a very strong

relationship with customer satisfaction (R=0.881, R^2=0.776, p=0.000). In this integrated model, three of the four customer journey mapping elements emerged as significant predictors: customer pain points (β=0.474, p=0.000), customer sentiments (β=0.282, p=0.000), and service discrepancies (β=0.136, p=0.029). Interestingly, customer touchpoints (β=0.094, p=0.111) became non-significant in the combined model, suggesting that their effect may be mediated by the other variables. This confirms that each significant element contributes uniquely to customer satisfaction, even when controlling for others, though customer pain points remain the strongest influence.

The study also revealed high implementation levels of customer journey mapping elements across all dimensions, with mean scores consistently above 3.9 on the 5-point scale. Service discrepancies emerged as the strongest area (mean=4.27), followed by customer sentiments (mean=4.22), customer touchpoints (mean=4.15), while customer pain points showed slightly lower but still positive implementation (mean=3.23).

5.3. Discussion of Findings

This section discusses the findings from the study based on the objectives presented. The discussion compares the current study's findings to those of the previous literature and connects them to the theoretical frameworks.

5.3.1. Customer Touchpoints and Customer Satisfaction

The study found a strong positive and significant relationship between customer touchpoints and customer satisfaction among reseller firms purchasing from Red Dot Distribution (R^2=0.532, p<0.000). This finding strongly aligns with Customer Experience Management Theory as proposed by Schmitt (2003), which emphasises that touchpoints that are strategically designed are fundamental to creating meaningful customer experiences. The theory posits that each interaction a customer has with a business shapes their overall perception and satisfaction, which was confirmed by the current findings, where touchpoint management explained over half of the variance in customer satisfaction.

The availability of a dedicated account manager emerged with the highest mean score (4.39) among touchpoint practices. This finding is particularly relevant to Commitment-Trust Theory (Morgan and Hunt, 1994), which emphasises that commitment and trust are built through

consistent, personalised interactions. Dedicated account managers serve as relationship anchors that foster both commitment through personalised service and trust through consistent, reliable points of contact. This relationship-oriented approach represents an evolution from transactional models to the partnership paradigm that Commitment-Trust Theory identifies as essential for long-term business success.

Credit terms and payment terms also received high ratings (mean=4.30), highlighting the importance of financial touchpoints in the distributor-reseller relationship. This aligns with both theories: Customer Experience Management Theory recognises financial interactions as critical moments that shape overall experience, while Commitment-Trust Theory suggests that fair and transparent financial dealings build the trust necessary for ongoing commitment. These financial touchpoints represent what Morgan and Hunt (1994) termed "relationship benefits" that motivate parties to maintain business relationships.

After-sales support received the lowest mean score (3.82), revealing a potential area for improvement. This finding relates to Customer Experience Management Theory's emphasis on post-purchase experiences as critical for loyalty. Schmitt (2003) argued that experiences across all stages, including post-purchase, must be managed holistically, suggesting that Red Dot Distribution's weaker performance in this area could undermine otherwise positive experiences. From a Commitment-Trust Theory perspective, this weakness could reduce trust in the distributor's commitment to reseller success beyond the point of sale, potentially weakening relationship bonds.

In the combined regression model, customer touchpoints lost statistical significance when controlling for other customer journey mapping elements. This intriguing finding suggests that touchpoints may operate as Verhoef et al. (2009) proposed in their extension of Customer Experience Management Theory as conduits through which other experience elements (emotions, pain points, service quality) flow rather than as direct satisfaction drivers themselves. This aligns with Customer Experience Management Theory's holistic view that touchpoints must be considered within the broader journey context rather than in isolation.

Furthermore, the study’s findings are aligned with past research on the importance of managing customer touchpoints. Consistent with the work of Lemon and Verhoef (2016), the study found that effectively managing customer touchpoints across different stages of the journey significantly enhanced customer satisfaction. This supported the notion that a well-coordinated, consistent

experience at each stage was critical for fostering positive outcomes. However, a divergence from earlier research was noted in how resellers reacted to minor service lapses. Unlike Becker and Jaakkola (2020), who argued that customers might overlook small inconsistencies if the overall experience was satisfactory, this study found that even minor discrepancies negatively impacted satisfaction. This suggests that ICT resellers may be less tolerant of service errors, which could be a unique characteristic of B2B relationships in the ICT distribution industry.

5.3.2. Customer Pain Points and Customer Satisfaction

The study found a very strong positive and significant relationship between customer pain points and customer satisfaction (R^2=0.658, p=0.000). This finding provides strong empirical support for Customer Experience Management Theory's assertion that identifying and addressing friction points in the customer journey is crucial for satisfaction. Schmitt (2003) emphasised that negative experiences often have disproportionate effects on overall satisfaction, which explains why pain points emerged as the strongest predictor among all customer journey elements.

Stockouts emerged as the most significant pain point (mean=3.98), highlighting inventory management challenges that negatively impact resellers' ability to meet their customer demands. This finding relates to Commitment-Trust Theory's concept of "opportunistic behaviour" when stockouts occur, resellers may perceive that the distributor is prioritising other customers or failing to maintain adequate inventory, which undermines trust in the relationship. Morgan and Hunt (1994) specifically highlighted that perceptions of opportunism significantly reduce trust and, consequently, commitment to the relationship.

Product returns and replacement processes were rated positively (mean=3.80), suggesting effective service recovery systems. This capability aligns with Customer Experience Management Theory's emphasis on "moments of truth", critical instances where the company's response to problems can either strengthen or damage the customer relationship. Schmitt (2003) noted that effective problem resolution can enhance satisfaction beyond pre-problem levels by demonstrating commitment to customer success. This also connects to Commitment-Trust Theory's proposition that demonstrated reliability during challenging situations builds deeper trust than routine interactions.

Technical support was perceived relatively positively (mean=2.49 on a negatively worded scale), which contrasts with after-sales support being identified as a weaker touchpoint. This nuanced finding demonstrates what Customer Experience Management Theory describes as "functional

variance" within experience categories, where different aspects of the same service category perform unevenly. From a Commitment-Trust Theory perspective, this variance can create uncertainty about the distributor's overall reliability, potentially weakening reseller confidence in the relationship.

Credit facility transparency showed high variability across respondents (SD=1.52), indicating inconsistent credit management experiences. This finding directly relates to Commitment-Trust Theory's emphasis on "shared values" and "communication" as trust antecedents. Inconsistent financial processes suggest either communication failures or misaligned values regarding fairness and transparency, both of which Morgan and Hunt (1994) identified as critical to trust development. From a Customer Experience Management perspective, this inconsistency creates unpredictable journeys that make it difficult for resellers to form stable satisfaction judgments.

In the combined regression model, customer pain points emerged as the strongest predictor of satisfaction (β=0.474, p=0.000), confirming their primacy in Customer Experience Management Theory. This finding validates Schmitt's (2003) assertion that resolving negative experiences often yields greater satisfaction impacts than enhancing positive ones, making pain point management a strategic priority for distributors seeking to improve customer satisfaction.

In line with previous research, the study's findings agreed with Patrício et al. (2011), who emphasised that identifying and addressing customer pain points leads to improvements in overall journey quality. Resellers in this study viewed the resolution of inventory and credit-related issues as key to enhancing satisfaction. This echoed the idea that eliminating friction points in the customer journey directly improves the overall experience. However, the study diverged from some broader CJM literature where pain points are often framed as part of an evolving, flexible approach. In contrast, this study found that resellers in the ICT distribution sector preferred more standardised solutions to pain points. This suggests that B2B expectations differ from the consumer-facing contexts where adaptability and emotional recovery are more commonly tolerated. ICT resellers appear to demand reliability and consistency over flexibility, a distinctive feature of B2B relationships that further supports the application of Commitment-Trust Theory in this context.

5.3.3. Customer Sentiments and Customer Satisfaction

The study found a strong positive and significant relationship between customer sentiments and

customer satisfaction (R^2=0.622, p=0.000). This finding provides substantial support for both Commitment-Trust Theory and Customer Experience Management Theory. Customer Experience Management Theory explicitly recognises the emotional dimension of customer experiences, with Schmitt (2003) asserting that emotional engagement creates deeper satisfaction than functional delivery alone. Commitment-Trust Theory similarly emphasises that emotional connections, specifically trust, form the foundation for successful business relationships, particularly in B2B contexts.

Professional interactions with Red Dot's team received an exceptionally high rating (mean=4.52), the highest score across all customer journey elements measured in the study. This finding powerfully illustrates the centrality of trust-building interactions in Commitment-Trust Theory. Morgan and Hunt (1994) identified professional behaviour and competence as key trust-building factors, which in turn foster relationship commitment. From a Customer Experience Management perspective, these interactions represent what Schmitt (2003) termed "RELATE" experience connections that link customers to a broader social system beyond the transaction itself, in this case, the professional community represented by Red Dot Distribution.

Trust in Red Dot Distribution to fulfil commitments also received a very high rating (mean=4.44), directly validating Commitment-Trust Theory's core proposition that trust serves as the cornerstone of successful business relationships. Morgan and Hunt (1994) specifically defined trust as "confidence in an exchange partner's reliability and integrity," which precisely matches the sentiment being measured. This high trust level suggests that Red Dot Distribution has successfully implemented the trust-building mechanisms described in Commitment-Trust Theory, creating a significant competitive advantage through relationship quality.

Feedback collection mechanisms received the lowest sentiment rating (mean=3.79), revealing a potential imbalance between trust-building and communication processes. This finding relates to both theories: Customer Experience Management Theory emphasises continuous improvement through customer feedback, while Commitment-Trust Theory identifies communication quality as a key trust antecedent. Morgan and Hunt (1994) specifically noted that two-way communication builds trust by aligning expectations and resolving issues, suggesting that Red Dot's weaker performance in this area could eventually undermine the strong trust it has established if customer concerns go unaddressed.

The contrast between B2B sentiment drivers in this study (professional interactions, trust) versus B2C drivers identified in previous research (entertainment, physical environment) highlights an important contextual dimension of Customer Experience Management Theory. Schmitt (2003) acknowledged that different experience types have varying importance across contexts, and this study confirms that in B2B technical environments, trust and reliability take precedence over experiential factors that might dominate in consumer-facing industries.

In the combined regression model, customer sentiments maintained their significance as the second strongest predictor ($\beta=0.282$, $p=0.000$), confirming their importance in Customer Experience Management Theory's holistic framework. This finding validates Schmitt's (2003) multi-dimensional view of customer experience, where emotional responses operate alongside functional delivery to create comprehensive satisfaction. It also supports Commitment-Trust Theory's proposition that emotional connections, particularly trust, significantly influence business outcomes even when controlling for other relationship factors.

This finding also corroborates the work of Kuehnl et al. (2019), who underscored the role of emotional engagement in shaping favourable customer experiences. The positive sentiments identified in this study, particularly trust and professionalism, were strong drivers of satisfaction, consistent with the idea that emotional connections significantly impact the customer journey. However, a divergence was observed in how resellers experienced these emotions. While emotional engagement in B2C research is often tied to sensory appeal or brand identity, resellers in the ICT distribution industry strongly emphasised that rational emotional drivers such as trustworthiness, competence, and professionalism. This suggests that B2B relationships may prioritise reliability and rational engagement over affective or playful emotional experiences, marking a key distinction in how Customer Experience Management Theory operates in different market contexts.

5.3.4. Service Discrepancies and Customer Satisfaction

The study found a strong positive and significant relationship between service discrepancies and customer satisfaction ($R^2=0.549$, $p=0.000$). This finding directly connects to the expectancy-disconfirmation paradigm that underlies much of Customer Experience Management Theory, where satisfaction results from the gap between expected and actual service performance. It also relates to Commitment-Trust Theory's emphasis on reliability and consistency as foundations for

trust development.

Product quality consistency received the highest rating (mean=4.74) among all customer journey elements, with 97.6% of respondents agreeing that quality matches what was promised. This exceptional finding illustrates what Morgan and Hunt (1994) described as "reliability", a core component of trustworthiness that significantly enhances relationship commitment. From a Customer Experience Management perspective, this consistency creates what Schmitt (2003) termed "THINK" experiences cognitive assurances that products will perform as expected, allowing resellers to confidently integrate these products into their business models.

Similarly, billing accuracy emerged as an exceptional strength (mean=4.68), with 96.1% of respondents confirming consistent and accurate financial transactions. This finding validates Commitment-Trust Theory's proposition that operational reliability in core transactions builds the trust necessary for relationship longevity. Morgan and Hunt (1994) specifically identified dependable operational processes as antecedents to trust, suggesting that Red Dot's excellence in this area significantly contributes to the high trust levels observed in the customer sentiment analysis.

Proactive communication about supply chain disruptions received the lowest rating among service discrepancy elements (mean=3.94), though still positive overall. This finding relates to Customer Experience Management Theory's emphasis on expectation management throughout the customer journey. Schmitt (2003) noted that proactive communication shapes expectations before service failures occur, potentially converting negative experiences into neutral or even positive ones when customers feel informed and respected. From a Commitment-Trust perspective, this communication gap could undermine trust despite strong performance in other areas, as Morgan and Hunt (1994) identified communication quality as a direct trust antecedent.

Service resolution timelines showed room for improvement (mean=3.98), with a quarter of respondents neutral about whether Red Dot offers clear timeframes for resolving customer-reported issues. This finding connects to Customer Experience Management Theory's focus on journey consistency, where unclear response expectations create uncertainty that diminishes the overall experience quality. It also relates to Commitment-Trust Theory's emphasis on communication quality and shared expectations, suggesting that ambiguous resolution timeframes could weaken trust in Red Dot's commitment to customer success.

In the combined regression model, service discrepancies maintained their significance as a predictor (β=0.136, p=0.029), though with a smaller effect size than pain points and sentiments. This finding supports Customer Experience Management Theory's multi-dimensional framework, where service quality operates alongside emotional and problem-resolution factors to create comprehensive satisfaction. The smaller effect size suggests that while service consistency matters, it may have less emotional impact than other journey elements, potentially operating as what Commitment-Trust Theory would term as a "hygiene factor" necessary but not sufficient for relationship excellence.

The strong performance across service discrepancy metrics, particularly in product quality and billing accuracy, demonstrates that Red Dot Distribution has successfully implemented what both theories identify as foundational elements of customer relationships. These operational strengths likely contribute to the high trust levels observed in the sentiment analysis, creating a virtuous cycle where reliable performance enhances trust, which in turn strengthens relationship commitment and satisfaction.

This study's findings on service discrepancies also align with broader research on the role of service quality in shaping satisfaction. Deducing from Lemon and Verhoef (2016), the results affirm that consistency in delivery, billing, and fulfilment strengthens satisfaction outcomes. However, a notable divergence from prior research, especially Becker and Jaakkola (2020), was observed. While earlier studies suggested that minor service lapses may be overlooked if the overall experience is satisfactory, this study found that even small discrepancies, particularly involving inventory, delivery, or billing, had a pronounced negative effect on reseller satisfaction. This suggests that B2B resellers in the ICT distribution sector have lower tolerance for inconsistencies, likely due to the operational dependency and tight performance expectations that define B2B relationships. This divergence reinforces the idea that B2B customer journeys are more sensitive to service quality variances, necessitating stricter quality assurance standards than may be expected in consumer-facing markets.

5.4. Conclusion

Results from the first objective revealed a strong positive and significant relationship between customer touchpoints and customer satisfaction among reseller firms purchasing from Red Dot Distribution in Nairobi County, Kenya. Based on these results, the study concludes that Red Dot

Distribution has successfully implemented comprehensive touchpoint management frameworks, particularly excelling in dedicated account management and payment processes. The study further concludes that while Red Dot Distribution has established effective systems for most touchpoints, after-sales support represents an area for potential enhancement to further strengthen the overall customer journey.

Findings from the second objective indicated that there is a very strong positive and significant relationship between customer pain points and customer satisfaction. From the analysis, the study determined that Red Dot Distribution has implemented effective systems for product returns and replacements and generally provides strong technical support. However, the study concludes that inventory management remains a challenge, with stockouts representing the most significant pain point affecting reseller satisfaction. In addition, the high variability in experiences with credit facilities suggests an opportunity to create more consistent and transparent financial processes across the reseller network.

The findings from the third objective revealed that customer sentiments have a strong positive and significant relationship with customer satisfaction. This led to the conclusion that Red Dot Distribution has established exceptionally strong professional interactions and built high levels of trust with its reseller network. The study concludes that these positive emotional connections significantly contribute to customer satisfaction and represent a notable competitive advantage. The study further concludes that while Red Dot Distribution excels in building trust and delivering professional service, its feedback collection mechanisms could be enhanced to better capture and act on reseller input.

Results from the fourth objective demonstrated a strong positive and significant relationship between service discrepancies and customer satisfaction. The study concludes that Red Dot Distribution has established outstanding quality consistency in product delivery and billing accuracy, creating strong reliability in these core areas of the distribution relationship. The study further concludes that while service delivery is generally strong across all measured aspects, proactive communication about supply chain disruptions and clearer service resolution timelines represent opportunities for improvement.

The combined regression model reveals that three of the four customer journey mapping elements contribute significantly to customer satisfaction when operating together, with customer pain

points maintaining the strongest influence. This integrated model explains 77.6% of the variance in customer satisfaction, demonstrating the value of a comprehensive approach to customer journey mapping. The non-significance of customer touchpoints in the combined model suggests that their effects may be mediated through other elements, highlighting the complex interrelationships among customer journey components.

Overall, the study concludes that customer journey mapping elements play a crucial role in driving customer satisfaction among reseller firms in the ICT distribution industry in Nairobi County, Kenya. While Red Dot Distribution has established strong frameworks across all four areas, there are opportunities to enhance specific aspects, particularly in inventory management, proactive supply chain communication, feedback collection mechanisms, and after-sales support. The results indicate that Red Dot Distribution has developed a mature customer experience management system with strengths in professional interactions, trust building, product quality consistency, and billing accuracy. Addressing the identified improvement opportunities could further strengthen customer satisfaction and competitive positioning in the dynamic ICT distribution market.

5.5. Recommendation

Based on the significant influence of customer touchpoints on reseller satisfaction, Red Dot Distribution should prioritise a formal and standardised approach to managing these interactions across the entire customer journey. This entails conducting a thorough touchpoint mapping exercise to delineate all interaction stages and subsequently establishing clear operational protocols for each. To ensure consistent and high-quality engagement, the company should implement a robust touchpoint monitoring system. Managerially, comprehensive training programs are essential for all customer-facing employees to guarantee uniform service excellence at every point of contact, complemented by the regular collection of reseller feedback on these interactions to drive continuous improvement.

Acknowledging that customer pain points are the strongest predictor of satisfaction, this study recommends proactive measures at both policy and managerial levels. Policy-wise, Red Dot should adopt predictive analytics for inventory management to minimise stockout occurrences and establish efficient communication protocols to keep resellers informed about product availability. Furthermore, standardising credit policies will contribute to a more consistent and positive experience. Managerially, the establishment of a dedicated pain point resolution team is crucial

for effectively addressing systemic issues and ensuring timely interventions. This focus on pain point mitigation contributes theoretically to the expansion of customer journey mapping literature within B2B contexts, highlighting its critical role in enhancing satisfaction

Recognising the crucial role of customer sentiments, particularly emotional engagement, in shaping satisfaction, Red Dot Distribution should leverage its strong customer relationships through formalised employee recognition programs that reward exceptional service delivery. Simultaneously, a comprehensive Voice of Customer (VOC) program should be developed and implemented to systematically gather reseller feedback and drive actionable improvements based on their sentiments. Managerially, the application of emotional journey mapping tools will enable the company to track emotional responses at key touchpoints and identify opportunities to deepen emotional engagement. This reinforces the theoretical importance of emotional engagement in B2B customer journey mapping, where professional trust and rapport are significant drivers of satisfaction.

Considering the impact of service discrepancies on reseller satisfaction, Red Dot Distribution should build upon its strengths in product quality and billing accuracy by establishing formal quality assurance processes to maintain these high standards consistently. To manage expectations and ensure accountability, the development of clear service-level agreements (SLAS) is recommended. Additionally, a proactive supply chain communication system should be implemented to provide resellers with timely alerts regarding potential disruptions and their resolution timelines. These actions aim to reduce inconsistencies and enhance reseller satisfaction. Theoretically, this underscores the criticality of service consistency in B2B sectors, where service failures can have a more pronounced negative impact on customer relationships.

To ensure a holistic and integrated approach to enhancing reseller satisfaction, Red Dot Distribution should develop a comprehensive customer journey management framework that aligns all critical elements, including touchpoint management, pain point resolution, emotional engagement strategies, and service delivery protocols. This necessitates the establishment of cross-functional teams to ensure a unified and comprehensive approach to customer experience management. Managerially, investing in customer journey analytics capabilities to integrate data from various systems will provide a unified view of reseller experiences. To foster continuous improvement and maintain a competitive edge, Red Dot Distribution should also actively engage

in knowledge-sharing initiatives with industry leaders to adopt best practices. Theoretically, this contributes to the advancement of customer journey management frameworks within the ICT sector, offering a practical model for organisations seeking to improve customer satisfaction through an integrated perspective.

5.6. Limitations of the study

This study faced several methodological constraints that should be considered when interpreting its findings. The cross-sectional design captured customer journey elements at a single point in time, limiting the ability to observe how these elements evolve and affect customer satisfaction over extended periods. This constrains causal inferences between customer journey mapping and satisfaction outcomes. While the sample size of 209 respondents was substantial, representing 86% of the target population, it was still limited to resellers purchasing from a single distributor (Red Dot Distribution) within Nairobi County, potentially limiting the generalizability of results to the broader ICT distribution sector in Kenya or other regions.

The reliance on self-reported questionnaire data introduced potential biases in the research findings. Respondents may have reported more favourable perceptions than their experience of maintaining positive relationships with their supplier. Additionally, the collection of both independent and dependent variables through the same instrument from the same respondents at one point in time may have artificially inflated correlations through common method variance. The study also focused primarily on the reseller perspective without incorporating complementary data from Red Dot Distribution staff, which might have provided a more balanced view of the customer journey.

The study measured customer satisfaction through perceptual measures rather than incorporating objective business outcomes such as repeat purchase rates, customer retention metrics, or financial performance indicators that might have provided more concrete outcome measures. Additionally, while the study examined four major elements of customer journey mapping, other potentially relevant factors such as digital touchpoints, competitive offerings, and market conditions were not extensively explored. The focus on ICT resellers in Nairobi County within their specific market structure may limit the applicability of findings to distribution relationships operating in different sectors or regions with varying competitive dynamics and customer expectations.

5.7. Areas for Further Research

The focus of the study was on reseller firms purchasing from Red Dot Distribution with varied roles as the target population. Further research could investigate the role of digital transformation in enhancing customer journey mapping and customer satisfaction in the ICT distribution industry. Specifically, studies could explore how technologies such as artificial intelligence, predictive analytics, and automation influence different elements of the customer journey and their impact on satisfaction outcomes.

The study was contextualised in Nairobi County's ICT distribution sector. More research could be conducted in other geographical regions within Kenya or other countries for comparative analysis, helping to identify how cultural, economic, and market structure differences influence the relationship between customer journey mapping and satisfaction. Additionally, research could expand beyond the ICT sector to examine how customer journey mapping practices and their effects vary across different industries, potentially identifying sector-specific best practices and universal principles.

The study adopted a quantitative approach. Qualitative research could be conducted to provide deeper insights into the emotional and experiential aspects of the customer journey, exploring how resellers interpret and respond to different journey elements. Longitudinal studies tracking changes in customer journey mapping implementations and their effects on satisfaction over time would provide valuable insights into the evolution of distributor-reseller relationships and the long-term impact of customer journey enhancements.

Finally, future research could incorporate multiple stakeholder perspectives, including distributor staff, end-customers, and technology vendors, to develop a more comprehensive understanding of the entire distribution ecosystem. This would help identify how journey elements at different points in the value chain influence overall market satisfaction and business performance.

5.8. Chapter Summary

This chapter summarises the findings and recommendations based on the impact of customer journey mapping (CJM) on customer satisfaction in the ICT distribution sector, with a focus on Red Dot Distribution. The study highlighted that effectively managing touchpoints, addressing customer pain points, and fostering positive emotional engagement were crucial factors influencing reseller satisfaction. Service discrepancies, particularly in the context of ICT resellers, were found to have a notable negative impact on satisfaction, emphasising the need for consistency

across service delivery.

The chapter provided actionable recommendations across policy, managerial, and theoretical levels. Policy recommendations included standardising touchpoint management and enhancing pain point resolution. Managerial recommendations focused on training, communication improvements, and feedback mechanisms to ensure consistent service. Theoretical contributions stressed the importance of emotional engagement in CJM and offered insights for refining the customer journey management framework in the ICT distribution sector. These recommendations aim to support Red Dot Distribution in enhancing its customer experience strategy.

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APPENDICES

Appendix I: Letter of Introduction

I am the undersigned, currently undertaking a Master's Degree in Commerce at Strathmore Business School. I am conducting a study that involves collecting data for writing and compiling the final thesis as a partial requirement for the award of the degree.

The research entails a study on **the effect of customer journey mapping on customer satisfaction among reseller firms in Nairobi, Kenya: A Case Study of Red Dot Distribution.** The information collected will be used solely for academic purposes and will be handled with utmost confidentiality.

Please direct any enquiries to: **Brian Obura Otieno,** obrianobura@gmail.com

Appendix II: Questionnaire

Name of the Company: _____

Instructions: Thank you for participating in this survey. Your feedback is valuable. Please answer the following questions honestly by selecting or marking the number that best represents your response.

Section A: Demographic Profile of Respondents

1. What is your gender?

☐ Male

☐ Female

2. What is your age group?

☐ Under 18

☐ 18-24

☐ 25-34

☐ 35-44

☐ 45-54

☐ 55-64

☐ 65 or older

3. What is your highest level of education?

☐ No formal education

☐ Primary education

☐ Secondary education

☐ College/University degree

☐ Postgraduate degree

☐ Other (Please specify): _____

4. What is your role in the company?

☐ Sales Executive

☐ Procurement officer

☐ Technical Support Officer

☐ CEO/Manager

☐ Other (Please specify): _____

5. Company Size (Employees):

☐ 1-10

☐ 11-50

☐ 51-100

☐ 100+

6. Years of Partnership with Red Dot Distribution:

☐ <1 year

☐ 1-3 years

☐ 4-6 years

☐ 7+ years

7. Primary Customer Segment Served:

☐ Corporate customers

☐ SMEs

☐ Individual customers

☐ Government

Section B: Customer Touchpoints (Likert Scale)

Using the scale below, indicate your level of agreement with the following statements regarding

your interaction with Red Dot Distribution.

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree**.**

Statement	Response
The availability of inventory meets my business needs consistently.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Order placement (online/offline) is seamless and efficient.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
After-sales support (e.g., technical assistance, warranty claims) is readily accessible.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Credit terms and payment processes are flexible and transparent	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The availability of a dedicated account manager improves our overall experience with Red Dot Distribution.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Red Dot Distribution's sales representatives are knowledgeable and responsive to inquiries.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The company proactively engages with us to understand our evolving business needs.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section C: Customer Pain Points (Likert Scale)

Using the scale below, indicate your level of agreement with the following statements regarding your interaction with Red Dot Distribution:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	Responses
Stockouts negatively impact our ability to meet customer demand	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Delivery delays are common and affect our ability to meet customer demand.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Resolving issues (e.g., returns, disputes) is time-consuming.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Technical support does not always provide adequate assistance when needed	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The process for product returns and replacements is straightforward.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Access to credit facilities is not always transparent or predictable	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The response time for customer inquiries is consistently slow.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section D: Customer Sentiments

Using the scale below, indicate your level of agreement with the following statements regarding your interaction with Red Dot Distribution:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	Responses
I trust Red Dot Distribution to fulfill its commitments.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Interactions with Red Dot's team are consistently positive and professional	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Red Dot's engagement with resellers demonstrates a commitment to customer success	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The company seeks feedback from resellers to enhance service delivery	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Red Dot's communication style is transparent and fosters trust	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The company consistently delivers on its brand promise	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The purchase process with Red Dot Distribution is smooth and hassle-free	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section E: Service Discrepancies

Using the scale below, indicate your level of agreement with the following statements regarding your interaction with Red Dot Distribution:

1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

Statement	Responses
Product quality matches what was promised at the time of purchase.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Deliveries consistently meet agreed timelines.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
After-sales support resolves issues effectively and in a timely manner	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Disputes (e.g., billing, product issues) are resolved promptly and fairly	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Red Dot proactively informs us of any potential supply chain disruptions.	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
Customer support quality is consistent across different service channels (email, phone, in-person).	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The company offers clear timelines for resolving customer-reported service issues	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5
The accuracy of invoices, billing and statement of accounts is consistent across all transactions	☐ 1 ☐ 2 ☐ 3 ☐ 4 ☐ 5

Section E: Customer Satisfaction

Indicate your level of agreement with the following statements regarding your interaction with Red Dot Distribution:

Statement	Responses
How satisfied are you overall with Red Dot Distribution?	☐ 1 (Very Dissatisfied) ☐ 2 ☐ 3 ☐ 4 ☐ 5 (Very Satisfied)
How likely are you to recommend Red Dot Distribution to others?	☐ 0 (Not at all) ☐1 ☐2 ☐3 ☐4 ☐5 ☐6 ☐7 ☐8 ☐9 ☐10 (Extremely Likely)
How easy is it to resolve issues with Red Dot Distribution?	☐ 1 (Very Difficult) ☐2 ☐3 ☐4 ☐5 (Very Easy)
My experience with Red Dot has led to an increased volume of business transactions.	☐ 0 (Not at all) ☐1 ☐2 ☐3 ☐4 ☐5 ☐6 ☐7 ☐8 ☐9 ☐10 (Extremely Likely)
Red Dot Distribution's commitment to quality service delivery influences my decision to remain a customer.	☐ 1 (Strongly Disagree) ☐ 2 (Disagree) ☐ 3 (Neutral) ☐ 4 (Agree) ☐ 5 (Strongly Agree)

The company's post-sales engagement ensures we maximize the value of our purchases.	☐ 1 (Strongly Disagree) ☐ 2 (Disagree) ☐ 3 (Neutral) ☐ 4 (Agree) ☐ 5 (Strongly Agree)
The efficiency of Red Dot's sales process contributes to my continued business relationship with them	☐ 1 (Strongly Disagree) ☐ 2 (Disagree) ☐ 3 (Neutral) ☐ 4 (Agree) ☐ 5 (Strongly Agree)

Thank you for your feedback!

Appendix III: List of active resellers purchasing from Red Dot Distribution

#	Reseller	Location
1	24NETWORKS GLOBAL LIMTIED	Nairobi
2	A to Z Technology Solutions Ltd	Nairobi
3	AABIS SOLUTIONS	Nairobi
4	AABIS SOLUTIONS LTD	Nairobi
5	Aarafa Communication Solutions Limited	Nairobi
6	Aboro Office Solutions Limited	Nairobi
7	Acacia Satlink Limited	Nairobi
8	ACCENT DISTRIBUTION LTD	Nairobi
9	Ace Technologies	Nairobi
10	ADCC International East Africa Limited	Nairobi
11	Adepta Limited	Nairobi
12	Advanced Trumark Solutions Limited	Nairobi
13	Advatech Office Supplies	Nairobi
14	ADVERTEYEZ LIMITED	Nairobi
15	AETLANTIQ GROUP LIMITED	Nairobi
16	AFATRADING COMPANY LIMITED	Nairobi
17	AFATRADING COMPANY LIMITED [ACL205]	Nairobi
18	Affordable Computer Services Limited	Nairobi
19	Africa Management Solutions Limited	Nairobi
20	African Digital Distribution Limited	Nairobi
21	African Grain Care Equipments Limited	Nairobi
22	Afrilan Systems Limited	Nairobi
23	Agile Business Solutions Ltd	Nairobi
24	Agile Business Technologies Ltd	Nairobi
25	Agile Cloud Ltd	Nairobi
26	Agility Logistics Limited	Nairobi
27	Airhema Solutions	Nairobi
28	Akshar Team Security Ltd	Nairobi
29	ALDERLITE LIMITED	Nairobi
30	Aliko Solutions Limited	Nairobi
31	Al-Imaan Technology Limited	Nairobi
32	ALLONI ENTERPRISES LTD	Nairobi
33	ALMATECH TECHNOLOGIES LIMITED	Nairobi
34	ALMIRIA LTD	Nairobi

35	ALTALYST TECHNOLOGIES LTD	Nairobi
36	Alvatrix K Limited	Nairobi
37	Amon Computer Services Fourways	Nairobi
38	Ampfill Enterprises Ltd	Nairobi
39	ANCHOR TECHNOLOGIES	Nairobi
40	ANGANI LIMITED	Nairobi
41	Anisuma Traders Ltd	Nairobi
42	ANQAD SYSTEMS	Nairobi
43	Anthopi Mechanical Eng Services Ltd	Nairobi
44	ANTIVIRUS MART LIMITED	Nairobi
45	Arete Solutions Limited	Nairobi
46	Ariel Technology Ltd	Nairobi
47	Artec Distribution Ltd	Nairobi
48	Asccentech East Africa Limited	Nairobi
49	Aster Limited	Nairobi
50	Asterisk Technologies	Nairobi
51	Astron Computers	Nairobi
52	Atlantis Business Systems	Nairobi
53	AUA INDUSTRIA	Nairobi
54	Audio Visual Control Systems Ltd	Nairobi
55	AUDIO VISUAL ENGINEERING LIMITED	Nairobi
56	AvPro Solutions Limited	Nairobi
57	Avuity Ltd	Nairobi
58	Azile Ltd	Nairobi
59	B&S ICT SERVICES LIMITED	Nairobi
60	Back Track Ltd	Nairobi
61	Baker Tilly	Nairobi
62	BATCH ASSOCIATES LTD	Nairobi
63	BCE Systems Limited	Nairobi
64	BCK Kenya Limited	Nairobi
65	Bellenorthe Dynamics Ltd	Nairobi
66	BELSOFT TECHNOLOGIES LTD	Nairobi
67	Berger Paints International Ltd	Nairobi
68	Berger Paints Kenya Ltd	Nairobi
69	Beyond Matrix Limited	Nairobi
70	Big Foot Sytems Ltd	Nairobi
71	BIOMETRICS TECHNOLOGY LIMITED	Nairobi
72	Bitip Solutions Limited	Nairobi

73	Bitlink Company Limited	Nairobi
74	Bitswift IT Solutions Ltd	Nairobi
75	Biztimam Ventures Limited	Nairobi
76	Blissman Technologies Limited	Nairobi
77	Blue Eagle Precision Limited	Nairobi
78	Boardco Software Limited	Nairobi
79	Bob Morgan Systems Limited	Nairobi
80	Brainstorm Solutions Ltd	Nairobi
81	Brampton Investments Limited	Nairobi
82	Branded World Computer System Ltd	Nairobi
83	Breezenet Computer Technologies Ltd	Nairobi
84	Bright Point Enterprises	Nairobi
85	Bright Point Enterprises [BPE200]	Nairobi
86	Bright Technologies Limited	Nairobi
87	Broad Band Communications Networks Limited	Nairobi
88	Buytec Stores Limited	Nairobi
89	Cables And Accesories ltd	Nairobi
90	Cad Creation Limited	Nairobi
91	Caption Digital Technologies Ltd	Nairobi
92	CARNABY HOLDINGS LIMITED	Nairobi
93	Cash Sales	Nairobi
94	Cash sales Volume	Nairobi
95	Cats limited	Nairobi
96	CCI Kenya Limited	Nairobi
97	CEATRON TECHNOLOGIES LIMITED	Nairobi
98	Cecypo Limited	Nairobi
99	Chenaniah Solutions Limited	Nairobi
100	Chenjez Enterprises	Nairobi
101	Cinet Engineering Systems Ltd	Nairobi
102	CIT Techno Ltd	Nairobi
103	Clearcom Enterprises Ltd	Nairobi
104	Clearcom Enterprises Ltd [CEL203]	Nairobi
105	CLIFF BUSINESS SOLUTIONS LTD	Nairobi
106	Cloud Productivity Solutions	Nairobi
107	Cloud Solution Technology Ltd	Nairobi
108	CLOUDACT TECHNOLOGIES LIMITED	Nairobi
109	CLOUDARC SOLUTIONS LIMITED	Nairobi

110	Cloudlogic Limited	Nairobi
111	Cloudshift Africa Limited	Nairobi
112	Cloudtimes Kenya Ltd	Nairobi
113	Coastal Image Technologies	Nairobi
114	Cobra Security Company Ltd	Nairobi
115	Colorpoint Solutions Limited	Nairobi
116	Com Twenty-One Limited	Nairobi
117	Com Twenty One Limited [CTO200]	Nairobi
118	Comdynamics Ltd	Nairobi
119	Compland Company Ltd	Nairobi
120	Compnet Advisory Systems	Nairobi
121	Comprehensive Developments Ltd	Nairobi
122	Compsys Technology Limited	Nairobi
123	Compulynx Limited	Nairobi
124	Compulynx Nyanza Limited	Nairobi
125	Computech Ltd	Nairobi
126	Computer Links Distributors Limited	Nairobi
127	Computer Planet Ltd	Nairobi
128	Computer Pride Limited	Nairobi
129	Computer Revolution Africa Ltd	Nairobi
130	Computerways Ltd	Nairobi
131	COMZTECH LTD	Nairobi
132	Consoltech Solutions Ltd	Nairobi
133	Contrivance Limited	Nairobi
134	COPIER FORCE LIMITED	Nairobi
135	Crescent Tech ltd	Nairobi
136	Crimson Computers Services Limited	Nairobi
137	Crown Solutions Ltd	Nairobi
138	Crystallyn Technologies	Nairobi
139	CURIUM TECHNOLOGIES LIMITED	Nairobi
140	CYBERNAPTICS KENYA LIMITED	Nairobi
141	CYBERNAPTICS KENYA LIMITEDl	Nairobi
142	Dacha Solutions Ltd	Nairobi
143	Data Works	Nairobi
144	DATACOMM SYSTEMS & SOLUTIONS	Nairobi
145	DataWell Innovations Ltd	Nairobi
146	Dawn Solution Limited	Nairobi

147	DAYSTAR UNIVERSITY COLLEGE LIMITED	Nairobi
148	DELLTECH SYSTEMS SOLUTIONS LIMITED	Nairobi
149	Delta Channels Kenya Ltd	Nairobi
150	DENGRIV LIMITED	Nairobi
151	DESIGN VILLAGE AGENCY LTD	Nairobi
152	Dheer Wholesalers Limited	Nairobi
153	Dial Up Associates	Nairobi
154	DIGITAL CREATION SECURITIES(DCS) LIMITED	Nairobi
155	Digital Education Africa Network	Nairobi
156	Digital Store Limited	Nairobi
157	DIGIX SERVICES LIMITED	Nairobi
158	Dignity Traders Ltd	Nairobi
159	Dimension Data Solutions East Africa Ltd	Nairobi
160	Dimension Data Solutions Ltd	Nairobi
161	Direct Pay Limited	Nairobi
162	Disktech Systems Ltd	Nairobi
163	Dithub Engineering Limited	Nairobi
164	Dixons Electronics	Nairobi
165	DN Solutions Limited	Nairobi
166	DOUBLENET TECHNOLOGIES LTD	Nairobi
167	Dove Computers Limited	Nairobi
168	Dry Associates Limited	Nairobi
169	DUKATECH STORES LIMITED	Nairobi
170	Dunecom Technologies Ltd	Nairobi
171	DYNASOFT BUSINESS SOLUTIONS LTD	Nairobi
172	Dynatic Technologies Ltd	Nairobi
173	Earth Line Ventures [ELE202]	Nairobi
174	Eastra Solutions Limited	Nairobi
175	Easy Link Technologies	Nairobi
176	Eazymob solutions limited	Nairobi
177	Eazywiz Web Solutions Enterprises Ltd	Nairobi
178	ECHOTEL INTERNATIONAL KENYA LIMITED	Nairobi
179	Eclipse Trade and Supply	Nairobi

180	ECOPACE TECHNOLOGIES EAST AFRICA LIMITED	Nairobi
181	EGIS KENYA LTD	Nairobi
182	ELDAMA TECHNOLOGIES LIMITED	Nairobi
183	Electratech Innovations Limited	Nairobi
184	ELEVETUS TECHNOLOGIES	Nairobi
185	Elite Digital Solutions	Nairobi
186	Emerging Computers Limited	Nairobi
187	Encapsulated East Africa Limited	Nairobi
188	Enest Solution Limited	Nairobi

189	Engage Cloud Technologies Ltd	Nairobi
190	Engravers World Ltd	Nairobi
191	ENTERPRISE IT SOLUTIONS LTD.	Nairobi
192	Epinician Ltd	Nairobi
193	Estec Ltd	Nairobi
194	EVAIL LIMITED	Nairobi
195	Ever Comps Technologies Ltd	Nairobi
196	Everblazing Computers LLP	Nairobi
197	Evolabs IT Solutions Limited	Nairobi
198	Exclusive Networks Kenya Ltd	Nairobi
199	EXHIBIT IT SOLUTIONS LTD	Nairobi
200	Expava Group Limited	Nairobi
201	Expended data networks ltd	Nairobi
202	Express Automation Ltd	Nairobi
203	Exton Technical Limited	Nairobi
204	Extreme Wireless Kenya Company Limited	Nairobi
205	Fablyn Solutions	Nairobi
206	Fakhri Bits and Bytes	Nairobi
207	Falcon Press Ltd	Nairobi
208	Fanamas Systems	Nairobi
209	Fashtech Computers Limited	Nairobi
210	Fastech Digital Solutions Ltd	Nairobi
211	FGEE TECHNOLOGY LTD	Nairobi
212	FIBRECOM SOLUTIONS LIMITED	Nairobi
213	FILAMENT TECHNOLOGIES LIMITED	Nairobi
214	FINCOM AFRICA LIMITED	Nairobi

215	First Computers Ltd	Nairobi
216	FirstCall Technology Ltd	Nairobi
217	Fixcomp Technologies	Nairobi
218	Flebytes Limited	Nairobi
219	Fones Direct ltd	Nairobi
220	Fortigate Systems Ltd	Nairobi
221	Four Leaves Kenya LTD	Nairobi
222	Fourthright Technologies	Nairobi
223	Foxmap Group Limited	Nairobi
224	Fraga Innovators Limited	Nairobi
225	FRESCO LIMITED	Nairobi
226	Full Blast Ventures Ltd	Nairobi
227	FUSION BRIDGING SOLUTIONS	Nairobi
228	Fusion Technologies Ltd	Nairobi
229	Future Kenya ltd	Nairobi
230	Gadgetmend International Limited	Nairobi
231	Gatec Solutions kenya ltd	Nairobi
232	GEMANI SUPPLIES	Nairobi
233	Genuin Computers Technology Ltd	Nairobi
234	Genx Systems Limited	Nairobi
235	GIBBOUS BUSINESS SYSTEMS	Nairobi
236	Gilgil Electricals & Services Ltd	Nairobi
237	Gitech Computer Systems	Nairobi
238	GLANTIX SOLUTIONS LTD	Nairobi
239	GLOBAL MARK TECHNOLOGIES LTD	Nairobi
240	GLOBE-NET TECHNOLOGIES	Nairobi
241	Globoedge Solutions	Nairobi
242	GLOCAS NETWORKS LIMITED	Nairobi
243	Goandroy Technologies (K) Ltd	Nairobi
244	GOSAVANA AFRICA LIMITED	Nairobi
245	Grandhub Technologies Ltd	Nairobi
246	Granular IT (Kenya) Limited	Nairobi
247	Greycon Limited	Nairobi
248	Grind Group Limited	Nairobi
249	Guaca Stationers	Nairobi
250	Guaca Stationers Ltd	Nairobi
251	Guaranty Trust Bank K Ltd	Nairobi
252	Hakimi Tech Systems & Solutions	Nairobi
253	Hanavi Solutions Limited	Nairobi

254	HIFASHION TRADE CO. LIMITED	Nairobi
255	Hi-Fi Trading Services Ltd	Nairobi
256	HIK KE	Nairobi
257	Hipulse Power Systems ltd	Nairobi
258	HOPDON AGENCY LIMITED	Nairobi
259	Hospitality Systems Consultants Ltd	Nairobi
260	HOUSE OF TECHNOLOGY LIMITED	Nairobi
261	HUBTECH LIMITED	Nairobi
262	Icom Technologies Limited	Nairobi
263	Icon Techouse Limited	Nairobi
264	Image Office Supplies Limited	Nairobi
265	Impax Business Solutions Ltd	Nairobi
266	Incentro Africa Consultancy Limited	Nairobi
267	Increate Technologies	Nairobi
268	Indebu Technologies	Nairobi
269	INFITECH LTD	Nairobi
270	Infoserve Technologies	Nairobi
271	INFOVIEW LTD	Nairobi
272	ININE SOLUTIONS LTD	Nairobi
273	Innovative Computer Solutions ltd	Nairobi
274	INTECH SMART HOME	Nairobi
275	Integrated Fire and Safety Solutions	Nairobi
276	Integrated Supplies & Consultancy Ltd	Nairobi
277	Intellec Applied Tech Ltd	Nairobi
278	Intelleck It Systems Limited	Nairobi
279	Intellinks East Africa Limited	Nairobi
280	Intellitech limited	Nairobi
281	Intellitech Limited - Kshs [ITL100]	Nairobi
282	Interactive Technology Ltd	Nairobi
283	Interbeauty Products Limited	Nairobi
284	Interface Solutions Ltd	Nairobi
285	INTERGRAL OFFICE SOLUTIONS LTD	Nairobi
286	Intermass Technologies EA Ltd	Nairobi
287	Inverter Power Systems Ltd	Nairobi
288	ISMARWA INVESTMENTS LTD	Nairobi
289	ISolutions Associates	Nairobi
290	IT Guru systems limited	Nairobi
291	ITAAS Solutions Ltd	Nairobi
292	ITRise Solutions	Nairobi

293	Jahadhmy Enterprises	Nairobi
294	JAMBONODE TECHNOLOGIES	Nairobi
295	Janmax Cyber & Graphic Design	Nairobi
296	Jaydigital Solutions Ltd	Nairobi
297	Jepmd Holdings Limited	Nairobi
298	JHL SOLUTIONS LIMITED	Nairobi
299	Josatronic Data Systems Ltd [JDS200]	Nairobi
300	JUNIPER INTAKES LIMITED	Nairobi
301	Kanyalao Tech Services	Nairobi
302	Karibu Trading Co. Ltd	Nairobi
303	KAROTECH SERVICES LIMITED	Nairobi
304	KEADS ENTERPRISES LIMITED	Nairobi
305	Kemsoft Masters Limited	Nairobi
306	Kenham Cargo and Logistics Ltd	Nairobi
307	Keraph Enterprises LTD	Nairobi
308	KERITA TRADE HUB LIMITED	Nairobi
309	KGM IT HUB Limited	Nairobi
310	KINGSPEC TECHNOLOGIES LIMITED	Nairobi
311	Kiwa Product Compliance	Nairobi
312	Konvergenz Network Solutions Limited	Nairobi
313	KRYSTAL LIMITED	Nairobi
314	Krystal Scanning and Mobility Group Limited	Nairobi
315	Lambo Suppliers Ltd	Nairobi
316	Laser Infrastructure & Technologies Solutions Limited	Nairobi
317	LED POWER TECHNOLOGIES(EA) K LTD	Nairobi
318	Legend Power Systems Ltd	Nairobi
319	Lenovo East Africa	Nairobi
320	LENOX GENERAL SUPPLIES	Nairobi
321	LILTOBIL AUTOMATION SYSTEMS	Nairobi
322	LLL NEXUS LTD	Nairobi
323	Lockmasters Technologies	Nairobi
324	Logical Crest Limited	Nairobi
325	Logistics Income	Nairobi
326	LOREAL EAST AFRICA LIMITED	Nairobi
327	Lucent-Virtuoso & Allied Group (LLC) Limited	Nairobi

328	Lumac IT Solutions Ltd	Nairobi
329	Maars Technologies Limited	Nairobi
330	Macmath Signature Ltd	Nairobi
331	MACOS TECHNOLOGY LTD	Nairobi
332	Magal Security Sytems Limited	Nairobi
333	Magnatec Solutions Ltd [MGN200]	Nairobi
334	MALIKE DIGITAL LIMITED	Nairobi
335	MANAGE IT LTD	Nairobi
336	Manam Limited	Nairobi
337	Marjaan Computers	Nairobi
338	Marksonic Computers	Nairobi
339	Mart Networks Kenya Ltd Formerly Coast Data	Nairobi
340	Maruti Office Supplies ltd	Nairobi
341	Marvel Africa Agencies	Nairobi
342	Master power Systems Ltd	Nairobi
343	Masterpiece Fusion Ltd	Nairobi
344	Masterspace Solutions Ltd	Nairobi
345	MASTERTECH ELECTRIC AND HARWARE LTD	Nairobi
346	Matteh Limited	Nairobi
347	MAVALO TECHOUSE	Nairobi
348	MAXIDER LIMITED	Nairobi
349	Medionics Healthcare limited	Nairobi
350	Medispec Kenya Ltd	Nairobi
351	Megaplus Africa Ltd	Nairobi
352	Megaplus Africa Ltd [MPL200]	Nairobi
353	Metaspot Limited	Nairobi
354	MFI DOCUMENT SOLUTIONS LIMITED	Nairobi
355	MFI TECHNOLOGY SOLUTIONS LIMITED	Nairobi
356	Mickmart Computer Systems Ltd	Nairobi
357	MICRO DEPTH TECHNOLOGIES LIMITED	Nairobi
358	Microcity Kenya ltd	Nairobi
359	MicroLAN Solutions Limited	Nairobi
360	Microskills I.T. Kenya Ltd	Nairobi
361	Microsoft East Africa Limited	Nairobi

362	Millenium Solutions East Africa Limited	Nairobi
363	Milvus Kenya Limited	Nairobi
364	Mitch Giggsy Communication Limited	Nairobi
365	Mitsumi Computer Garage Ltd	Nairobi
366	Modern Integrated Business Solution Ltd	Nairobi
367	Mombasa Computers & Logistics Ltd	Nairobi
368	MS COMPUTERS & WHOLESALERS (K) LTD.	Nairobi
369	Mtech Networks Limited	Nairobi
370	Murali Enteprises Limited	Nairobi
371	Mustek East Africa Limited	Nairobi
372	Myisp Ltd	Nairobi
373	Nabico Enterprises Limited	Nairobi
374	Nairobi Computers Distributors Ltd	Nairobi
375	Nakuru Computer Resources	Nairobi
376	Nartim Distribution Limited	Nairobi
377	Nasimi Interiors Limited	Nairobi
378	Naya Solution Ltd	Nairobi
379	Nelicom Solutions Limited	Nairobi
380	Neptune Technologies Ltd	Nairobi
381	Neptune Technologies Ltd [NTL201]	Nairobi
382	Nerd Herd East Africa Limited	Nairobi
383	Net Access Solutions Limited	Nairobi
384	Net Access Solutions Limited [NAS205]	Nairobi
385	NETCO LIMITED	Nairobi
386	Netcom IT Solutions Ltd	Nairobi
387	Netware Services Limited	Nairobi
388	Network Four Limited	Nairobi
389	Network Technics and Systems Ltd	Nairobi
390	NEURATECH COMPANY LIMITED	Nairobi
391	NEWTECH COMPUTERS	Nairobi
392	Newtech Mobile Accessories	Nairobi
393	Newzy Enterprises Limited	Nairobi
394	Next Decade Communication Systems Ltd	Nairobi
395	Next Technologies Ltd	Nairobi
396	Nexus Safety Ltd	Nairobi
397	NHN Solutions Ltd	Nairobi
398	Nickle-Brick Solutions	Nairobi
399	Niti Distributors Limited	Nairobi

400	Noor Al Hayat Ltd	Nairobi
401	Northholt Enterprises	Nairobi
402	Novel Technologies Ltd	Nairobi
403	NOVELTY TECH SOLUTIONS	Nairobi
404	NOVELTY TECH SOLUTIONS LTD	Nairobi
405	NUEVOTECH LIMITED	Nairobi
406	OLEANDER SOLUTIONS LIMITED	Nairobi
407	OM IT DISTRIBUTION LIMITED	Nairobi
408	One Infotech Limited	Nairobi
409	One World Technology Ltd	Nairobi
410	ONESOURCE CLOUD TECHNOLOGIES LIMITED	Nairobi
411	Onside Technology Solutions Ltd	Nairobi
412	Ontime Africa Solutions Limited	Nairobi
413	OPEN CUBE enterprise	Nairobi
414	OpenData Limited	Nairobi
415	Opensol ltd	Nairobi
416	OPERANDS SYSTEMS LIMITED	Nairobi
417	Optimum Automations Limited	Nairobi
418	OS Labs Company Ltd	Nairobi
419	OSIL LIMITED	Nairobi
420	OUTSERVE TECHNOLOGIES LIMITED	Nairobi
421	outsource Technique limited.	Nairobi
422	OVERDRIVE CONSULTANTS (K) LTD	Nairobi
423	P.G Security Ltd [PGS200]	Nairobi
424	Palean Security (EA) Ltd	Nairobi
425	Pan African Trucking Co Ltd	Nairobi
426	Pan-African Digital IT Solution Co. Limited	Nairobi
427	Patchtech Solutions Ltd	Nairobi
428	Patolink Investments Limited	Nairobi
429	PEBBLE AFRICA TECHNOLOGIES LIMITED	Nairobi
430	PENTIUM SYSTEMS LIMITED	Nairobi
431	Pesakit Limited	Nairobi
432	PHISCOM TECHNOLOGY LTD	Nairobi
433	Pinnacle Integrated Technologies Limited	Nairobi

434	Piontech Systems Limited	Nairobi
435	Pitronics Services Ltd	Nairobi
436	Plannettech Investors Ltd	Nairobi
437	Planning Entrada Kenya Limited	Nairobi
438	Plantech Agencies ltd	Nairobi
439	PLATINUM ASSOCIATES	Nairobi
440	Plextech Limited	Nairobi
441	Plexus Energy Limited	Nairobi
442	Pluton ICT Ltd	Nairobi
443	Power Controls Ltd	Nairobi
444	POWERLINK LTD	Nairobi
445	Prayosha Agency Limited	Nairobi
446	Predictive Analytical Resources Limited	Nairobi
447	Print Knight Ltd	Nairobi
448	Prodigy Technologies	Nairobi
449	PRORISK SOLUTIONS KENYA LTD	Nairobi
450	Proxynet International Limited	Nairobi
451	Quad Systems	Nairobi
452	Quality Sourcing Ltd	Nairobi
453	QUEENSTAR TECHNOLOGIES	Nairobi
454	Radiant Power System	Nairobi
455	Radiant Power System Ltd	Nairobi
456	Rain Drops Contractors	Nairobi
457	RANI AFRICA DISTRIBUTION LIMITED	Nairobi
458	RAPIDTECH NETWORKS LIMITED	Nairobi
459	Read Technologies Limited	Nairobi
462	Red Spark Limited	Nairobi
463	Red Systems	Nairobi
466	Reif Technology	Nairobi
467	Reign Africa Limited	Nairobi
468	Renata Digital Services Limited	Nairobi
469	Riana Infotech Limited	Nairobi
470	RNA Solutions	Nairobi
471	Rnp IT Solutions Limited	Nairobi
472	RUBONE LIMITED	Nairobi
473	RYANTEL SYSTEMS LIMITED	Nairobi
474	Safaricom Ltd	Nairobi
475	Safariland Enterprises Company Limited	Nairobi
476	SAFEWAY HYPERMARKETS	Nairobi

	LIMITED	
477	Sai Office Supplies Ltd	Nairobi
478	SAI RAM KREATIONS LIMITED	Nairobi
479	Sales to staff	Nairobi
480	Salute I World Limited	Nairobi
481	SANTECH LTD	Nairobi
482	Sapiens IT Lab	Nairobi
483	SAPPHIRE TRADING & MARKETING	Nairobi
484	Saruk Digital Solutions LTD	Nairobi
485	Sasla Hub Electronicss	Nairobi
486	SAWA HARDWARE TRADING CO LIMITED	Nairobi
487	Schneider Electric (K) Limited	Nairobi
488	SCOPE SYSTEMS LIMITED	Nairobi
489	SEACOM Kenya Ltd	Nairobi
490	Second Sight Software Ltd	Nairobi
491	Secure Digital Limited	Nairobi
492	Securex Agencies (K) Ltd	Nairobi
493	Secutech East Africa Ltd	Nairobi
494	Semotech Services	Nairobi
495	Sentinel Systems Limited	Nairobi
496	Servtel Communication ltd	Nairobi
497	SGA SECURITY KENYA/NAIROBI LTD	Nairobi
498	SHAH TECHNOLOGIES SOLUTION	Nairobi
499	SHAH TECHNOLOGIES SOLUTION [SHA201]	Nairobi
500	Shekami Technologies Ltd	Nairobi
501	SHIBAM ENTERPRISES	Nairobi
502	SHIBAM SUPPLIES LTD	Nairobi
503	SHIVANSH TECHNOLOGY CONSULTANT LTD	Nairobi
504	Shopit Ltd	Nairobi
505	Sidri Technologies Ltd	Nairobi
506	SIERRA TRADING COMPANY LIMITED	Nairobi
507	Sight and Sound Computers Ltd	Nairobi
508	Sight and Sound Computers Ltd [SAS200]	Nairobi
509	SIGHT AND SOUND LTD	Nairobi

510	Sigil Solutions Ltd	Nairobi
511	Silicon Distribution Limited	Nairobi
512	Silver Data Systems Ltd	Nairobi
513	SILVER PITCH SOLUTION	Nairobi
514	SIMPLIFY IT LIMITED	Nairobi
515	Simsnet IT Consultants	Nairobi
516	Simstel Connect Limited	Nairobi
517	Skavtech Solutions Ltd	Nairobi
518	Sleek Technologies Limited	Nairobi
519	Smart Cents Ltd	Nairobi
520	SMART REGIONAL CONSULTANTS LIMITED	Nairobi
521	Smarttech Technology Limited	Nairobi
522	Smat Soft Technologies	Nairobi
523	Smoothtel & Data Solutions Limited	Nairobi
524	SOHAM TRADING CO. LTD	Nairobi
525	Solaris Ltd	Nairobi
526	Solaris Ltd [SLD200]	Nairobi
527	Solocom Limited	Nairobi
528	SOY'S LTD	Nairobi
529	Spaceman IT mart Limited	Nairobi
530	Spans Ventures Ltd	Nairobi
531	Spartec Consortium-Africa (SCA) Africa	Nairobi
532	SPECICOM TECHNOLOGIES LTD	Nairobi
533	SPECTRA TECHNOLOGIES	Nairobi
534	SPEED ENTERPRISES	Nairobi
535	Speedtech Africa Limited	Nairobi
536	Spot On Systems Ltd	Nairobi
537	Sprint Systems Limited	Nairobi
538	Spyx Digital Village	Nairobi
539	Spyx Digital Village Ltd	Nairobi
540	Stallion Systems Ltd	Nairobi
541	Stanmat Solution Enteprise	Nairobi
542	Star Electronics Limited	Nairobi
543	Starlynx Communications Limited	Nairobi
544	Stema Engineering Ltd	Nairobi
545	Stimal Office Supplies Limited	Nairobi
546	Strathmore University	Nairobi
547	SUETECH BUSINESS SYSTEMS LTD	Nairobi
548	Sultec IT Solutions Ltd [SIS202]	Nairobi

549	Summit Mobile Investments Limited	Nairobi
550	Sumo Computers	Nairobi
551	SUNESIS CONSULTING LIMITED	Nairobi
552	Superserve Technologies Ltd	Nairobi
553	Sweech limited	Nairobi
554	Swift Kency Solutionsltd	Nairobi
555	Syaral Consulting Group Ltd	Nairobi
556	SYBEX TECHNOLOGY LTD	Nairobi
557	Sybyl Kenya Ltd.	Nairobi
558	SYNCHRONIZED TECHNOLOGIES (EA) LTD	Nairobi
559	Synergetic Energy Partners	Nairobi
560	Synergy Systems EA Ltd.	Nairobi
561	Synthesys Systems Limited	Nairobi
562	Syscraft Ltd	Nairobi
563	SYSPAL LTD	Nairobi
564	Systems Hub Limited	Nairobi
565	T.S NETWORK LIMITED	Nairobi
566	Tailwind Solutions Limited	Nairobi
567	TALINDA EAST AFRICA LTD	Nairobi
568	Tano Digital Kenya Limited	Nairobi
569	Tanzania Printing Services	Nairobi
570	Tazama Digital Studios Limited	Nairobi
571	Tazama Interlink Systems Ltd	Nairobi
572	TDK Solutions Limited	Nairobi
573	Team Power Systems Limited	Nairobi
574	Tech Today Ltd	Nairobi
575	Tech247 Ltd	Nairobi
576	Tech'd Out Limited	Nairobi
577	Techdata Technologies Limited	Nairobi
578	Techlink Limited	Nairobi
579	Techlink Systems Limited	Nairobi
580	TechMall Group Ltd	Nairobi
581	Technet Biz Solutions Ltd	Nairobi
582	Techno Brain Ltd	Nairobi
583	Technology House Kenya ltd	Nairobi
584	Technosource Trading	Nairobi
585	Techpen Limited	Nairobi
586	TECHRON LIMITED	Nairobi
587	Techsource Point Ltd	Nairobi

588	Techvana Technologies Ltd	Nairobi
589	TECHWIZE CONSULTING LTD	Nairobi
590	Tekcom Enterprises Limited	Nairobi
591	Telenet Solutions Limited	Nairobi
592	Tetop Solutions Ltd	Nairobi
593	Text Book Centre Ltd	Nairobi
594	The Automation Enterprise Ltd	Nairobi
595	The Copy Cat Ltd	Nairobi
596	THE GADGET CONNECT LIMITED	Nairobi
597	THINKEGIC SOLUTIONS LIMITED	Nairobi
598	Tier Data Limited	Nairobi
599	Timisha Solutions Ltd	Nairobi
600	Tintech investments	Nairobi
601	Tiyat Trends and Technologies Limited	Nairobi
602	Tommaso Africa Ltd.	Nairobi
603	Toner Masters Enterprises Limited	Nairobi
604	Top - Eye Solutions Limited	Nairobi
605	Top Choice Surveillance Limited	Nairobi
606	TOPCLOUD TECHNOLOGIES LIMITED	Nairobi
607	Toshiba Max Ltd	Nairobi
608	Total Solutions Ltd	Nairobi
609	Touchdown Systems Ltd	Nairobi
610	Trafford International Ltd	Nairobi
611	Trance Solutions	Nairobi
612	Trans Business Machines Ltd	Nairobi
613	Trenchmax Solutions Ltd	Nairobi
614	Tritel Technologies Ltd	Nairobi
615	Twixt Technologies Ltd	Nairobi
616	Ubuntu Solutions Ltd	Nairobi
617	UHAKIKA SERVICES LIMITED	Nairobi
618	Uni Rite Systems & Supplies Limited	Nairobi
619	Unified Audio-Visual Systems Limited	Nairobi
620	Universal Gift Centre	Nairobi
621	Universal Technologies	Nairobi
622	Urban Strength Investments Ltd	Nairobi
623	VAULT ELECTRONICS LIMITED	Nairobi
624	VEKARIYA INVESTMENTS LTD	Nairobi
625	VENT-LINK TECHNOLOGIES LIMITED	Nairobi

626	Verifern Kenya Limited	Nairobi
627	Vertexhub Group Limited	Nairobi
628	Viakom Limited	Nairobi
629	Vinatecom Limited	Nairobi
630	Visible General Supplies Limited	Nairobi
631	Volts Electric Fencing Ltd	Nairobi
632	VUTI AFRICA LIMITED	Nairobi
633	Wahad Technologies Limited	Nairobi
634	Westcom Hub Enterprise Limited	Nairobi
635	Western Emporium limited	Nairobi
636	Westside Stationers Ltd	Nairobi
637	White Eagle Secure Systems	Nairobi
638	Widebytes Solutions Limited	Nairobi
639	Win It Technologies	Nairobi
640	Wise & Agile Solutions Ltd	Nairobi
641	Wodex Technologies	Nairobi
642	Wonder Technology Ltd	Nairobi
643	WS (K) Insight Limited	Nairobi
644	XC360 EA LTD	Nairobi
645	Xcobean Systems Limited	Nairobi
646	Xenon Kenya Ltd	Nairobi
647	Xeon Technologies	Nairobi
648	Xtranet Communications Limited	Nairobi
649	Yaansh Techtronics	Nairobi
650	Yahya Car Sales (K) Ltd	Nairobi
651	Yara East Africa Limited	Nairobi
652	Yazeem Limited	Nairobi
653	Yonder Africa Limited	Nairobi
654	YOUR APPS LTD	Nairobi
655	Zulten Technologies Ltd	Nairobi
656	ZURI TRIBE LTD	Nairobi
657	Grand Total	Nairobi

Appendix IV: Participant Information and Consent Form

Title of the Proposed Study

The Effect of Customer Journey Mapping Among Resellers on Customer Satisfaction in the ICT Distribution Industry: A Case Study of Red Dot Distribution in Nairobi County, Kenya

SECTION 1: INFORMATION SHEET

Investigator: Brian Obura
Institutional Affiliation: Strathmore Business School (SBS)

Why is this study being carried out?

This study is being conducted to examine how Customer Journey Mapping (CJM) affects customer satisfaction among resellers in the ICT distribution sector. The findings will help improve service delivery and customer experience within this industry.

Do I have to take part?

No. Taking part in this study is entirely voluntary, and the decision rests solely with you. If you decide to participate, you will be asked to complete a questionnaire regarding your experiences with Red Dot Distribution. You may withdraw from the study at any time without giving any reasons.

Who is eligible to take part in this study?

- ICT resellers working with Red Dot Distribution in Nairobi County.
- Participants aged 18 years and above.

Who is not eligible to take part in this study?

- Individuals who are not active ICT resellers within Nairobi County.
- Participants under the age of 18 years.

What will taking part in this study involve for me?

You will be approached and requested to take part in the study. Upon agreement, you will sign this informed consent form and complete a structured questionnaire.

Are there any risks or dangers in taking part in this study?

There are no known risks or dangers associated with participating in this study. Your responses will be kept strictly confidential and used solely for academic purposes.

Are there any benefits of taking part in this study?

Your participation will help generate insights into the impact of CJM on customer satisfaction, which could lead to improved service delivery and customer engagement strategies in the ICT distribution sector.

What will happen to me if I refuse to take part in this study?

Participation in this study is entirely voluntary. Even if you decide to take part first, you are free to withdraw at any time without explanation.

Who will have access to my information during this research?

All research records will be securely stored. Data will be anonymized and encrypted, ensuring only authorized personnel involved in this study have access. Your confidentiality will be strictly maintained.

Who can I contact in case I have further questions?

If you have any questions, you may contact:

Researcher: Brian Obura
Strathmore Business School
Email: brian.otieno2017@strathmore.edu
Phone: +254718035579

For ethical concerns, you may contact:

The Secretary – Strathmore University Institutional Ethics Review Board
P.O. BOX 59857, 00200, Nairobi
Email: ethicsreview@strathmore.edu

Appendix V: Consent Form

I have had the study explained to me. I have understood all that I have read and had my questions answered satisfactorily. I understand that I can withdraw at any stage.

Please tick the boxes that apply to you:

Participation in the research study

☐ I AGREE to take part in this research.

☐ I DO NOT AGREE to take part in this research.

Storage of completed questionnaire for future data analysis

☐ I AGREE to have my completed questionnaire stored for future data analysis.

☐ I DO NOT AGREE to have my completed questionnaire stored for future data analysis.

Participant's Signature: _____

Date: _____

Participant's Name: _____

Time:

I, _____ certify that I have followed the standard operating procedures (SOP) for this study and have explained the study information to the participant named above. I confirm that the participant has understood the nature and purpose of the study and has voluntarily agreed to participate. The participants had the opportunity to ask questions, which were answered satisfactorily.

Investigator's Signature: _____

Date: _____

Investigator's Name (Please print): _____

Time:

Appendix VI: Research Budget

The total research budget is Kshs. 31,000 as per below breakdown:

No	**Description**	**Budget value Kshs.**
1	Data Collection	7,500
2	Other direct project costs	15,000
3	Travel for the researcher	3,000
4	Printing of the project report	6,000
	Total research budget cost	**31,500**

Appendix VII: Research Permit

REPUBLIC OF KENYA

NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Ref No: 777941

Date of Issue: 20/March/2025

RESEARCH LICENSE

This is to Certify that Mr.. Brian Obura Otieno of Strathmore University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Nairobi on the topic: The Effect of Customer Journey Mapping on Customer Satisfaction Among Reseller Firms in the Information Communication Technology Industry in Nairobi County, Kenya: A Case Study of Red Dot Distribution for the period ending : 20/March/2026.

License No: NACOSTI/P/25/416967

777941

Applicant Identification Number

Director General
NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

Verification QR Code

NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.

See overleaf for conditions

Appendix VIII: Approval Letter

Strathmore UNIVERSITY

7th March 2025

Mr Otieno Brian,
Brian.Otieno2017@strathmore.edu

Dear Mr Otieno,

RE: The Effect of Customer Journey Mapping on Customer Satisfaction Among Reseller Firms in the Information Communication Technology Industry in Nairobi County, Kenya: A Case Study of Red Dot Distribution

This is to inform you that SU-ISERC has reviewed and **approved** your above **SU-masters** proposal. Your application reference number is **SU-ISERC2713/25.** The approval period is from **7th March 2025 to 6th March 2026.**

This approval is subject to compliance with the following requirements:

i. Only approved documents including (informed consents, study instruments, MTA) will be used.
ii. All changes including (amendments, deviations, and violations) are submitted for review and approval by SU-ISERC
iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to SU-ISERC within 72 hours of notification.
iv. Any changes anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to SU-ISERC within 72 hours.
v. Clearance for the export of biological specimens must be obtained from relevant institutions.
vi. Submission of a request for renewal of approval at least 60 days prior to the expiry of the approval period. Attach a comprehensive progress report to support the renewal.
vii. Submission of an executive summary report within 90 days of completion of the study to SU-ISERC.

Before commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology, and Innovation (NACOSTI) https://research-portal.nacosti.go.ke/ and obtain other clearances needed.

Yours sincerely,

Mr Ambrose Rachier,
Chairperson; SU-ISERC