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# Influence of digital promotional strategies on the marketing performance of fast-moving consumer goods manufacturers in the beauty and personal care sector in Nairobi, Kenya.

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**INFLUENCE OF DIGITAL PROMOTIONAL STRATEGIES ON THE MARKETING  
PERFORMANCE OF FAST-MOVING CONSUMER GOODS MANUFACTURERS IN  
THE BEAUTY AND PERSONAL CARE SECTOR IN NAIROBI, KENYA.**

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**MBA # 138626**



**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE  
REQUIREMENTS FOR THE AWARD OF MASTERS IN BUSINESS  
ADMINISTRATION AT STRATHMORE BUSINESS SCHOOL, STRATHMORE  
UNIVERSITY**

**JUNE 2023**

## DECLARATION

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

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### Approval

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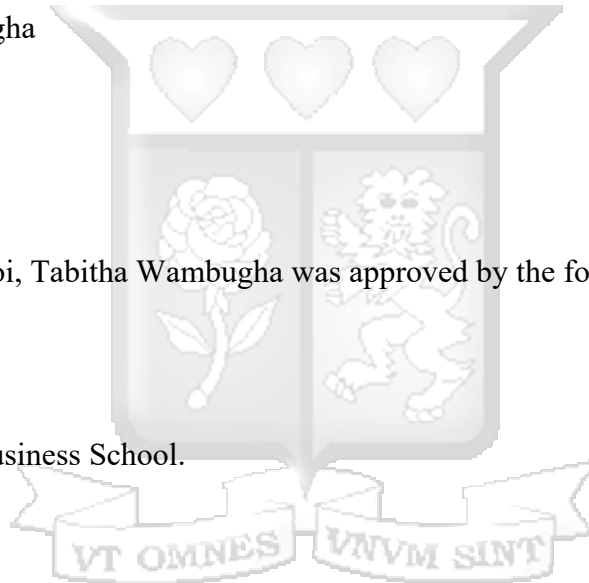
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## DEDICATION

To my dearest maternal grandmother, *Wawa Bwana* Prudence Wambugha Kubo, who because of being a girl, was forbidden to attend school. I never take it for granted that less than 70 years later, the young girl in me is able to pursue her academic dreams. *Wawa Bwana*'s resilience in the midst of hardship inspires me to aim high.



## ACKNOWLEDGEMENTS

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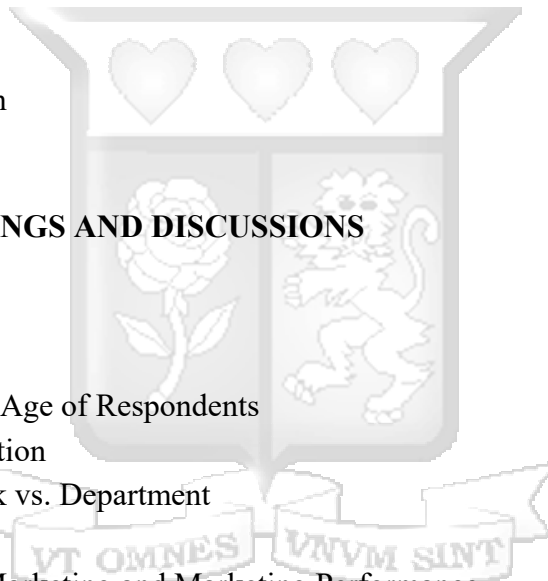
To my supervisor, Dr. Olgha Auma Adede for guiding and correcting me. Writing a thesis can feel daunting, but she was always available, quick to respond and ready to point me in the right direction. I truly stand on the shoulders of a giant - her intellectual contributions, attention to detail and overall support have been truly immeasurable.



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## ABBREVIATIONS

<b>FMCG</b>	Fast Moving Consumer Goods
<b>KAM</b>	Kenya Association of Manufacturers
<b>NACOSTI</b>	National Commission for Science, Technology and Innovation
<b>SEO</b>	Search Engine Optimisation
<b>PPC</b>	Pay-Per-Click
<b>TAM</b>	Technology Acceptance Model



## ABSTRACT

As the global business world faces immense and dynamic challenges, today's marketing executive must be more strategic in their decision making. Emerging digital technologies offer marketers new opportunities to achieve their business performance objectives. The main objective of this study was to determine the influence of digital promotional strategies on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County. The specific objectives were to establish the influence of social media marketing, search engine optimisation, content marketing, influencer marketing and mobile marketing on the performance of FMCG Manufacturers in the beauty and personal care sector in Nairobi County. The research study was anchored on the technology acceptance model and the resource-based view theory. A descriptive cross-sectional survey research design was used in conducting the study. Population of study was all the FMCG manufacturers in the beauty and personal care sector, who are headquartered in Nairobi County. A total sample of 123 respondents was drawn from the 41 companies. Primary data was collected through a structured questionnaire which contained closed ended questions. The data collected was inspected for completeness and coded in Strata version 15.1 for analysis. Data collected was analyzed using descriptive statistics, correlation analysis and regression analysis. The overall results indicate that digital promotional strategies explain 10% variability in the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. The results indicate that improving social media marketing, search engine optimisation, content marketing, influencer marketing and mobile marketing can lead to a positive increase in the marketing performance of the firms. The findings of this study were limited to Nairobi-based manufacturers and to manufacturers in the beauty and personal care sectors. The study was also limited to the data collected using a cross-sectional survey, yet marketing performance may be affected by technological advancements, unprecedented occurrences and time which may affect business performance.



## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

As digital technologies become the cornerstone of our daily activities, governments, businesses and individuals must adapt to this new reality. Going digital is no longer simply part of how we conduct our day-to-day activities, it has become the bedrock of our economic growth (Kenya Digital Economy BluePrint, 2019). The way that individuals and corporations access their customers has been overhauled by the advent of new technologies, powered by digitalization and the emergence of the internet (Makau, 2021). As the global business world faces immense changes such as energy shortages, economic recessions, high unemployment and rising inflation, today's marketing executive must be more strategic in their decision making, requiring a formalised means of acquiring accurate and timely information about customers, products, their performance in the marketplace and the overall environment (Bala & Verma, 2018).

Marketers have new opportunities to achieve their business performance objectives due to emerging digital technologies (Kiani, 1998). Today's best organizations have adopted marketing strategies that identify customer needs and thereafter tailor production with respect to the customer preference, and in so doing achieve customer satisfaction and retention while making a profit (Keller, Parameswaran, & Jacob, 2011). For example, firms can build brands and increase traffic via online advertising, which is a powerful marketing vehicle (Song, 2001). Digital promotional strategies, due to their dynamic and data-centric nature, have the potential to provide real-time metrics for cost-efficient measurement of marketing performance (Pepelnjak, 2008).

The rapid adoption of new and emerging technologies in emerging markets and economies in transition is evident in global mobility trends (Kenya Digital Economy BluePrint, 2019). Evidence shows that information and communications technologies (ICTs) account for 17 percent of GDP

growth in developing countries (World Bank, 2016). The fastest growth of e-commerce is in the global South (UNCTAD, 2015) and the internet economy in developing economies is growing at 15 to 25 percent annually (World Economic Forum, 2015). Kenya remains steady in its quest towards a successful and sustainable digital economy, given the proliferation of internet information technologies and increased internet accessibility (Communication Authority of Kenya, 2019). The Digital Economy Blueprint (2019) defines the digital economy as the entirety of sectors that operate using digitally-enabled communications and networks leveraging internet, mobile and other technologies irrespective of industry. According to the International Telecommunications Union, as of 2022, there were 23.35 million internet users in Kenya, representing an internet penetration rate of 42 percent of the total population (Kepios, 2022). The rapid rise of online and mobile communication, and artificial intelligence has offered both marketers and consumers increasing capabilities. As technology has developed, it has given rise to new business models and an even more competitive business playing field (Kotler, Keller, & Chernev, 2022).

In the modern fast-moving consumer goods business, sustaining a competitive market position is of crucial concern (Osato, 2020). The business environment surrounding the fast-moving consumer goods industry, commonly referred to by the acronym FMCG, has grown to be more competitive (Urbancova, 2013). In order to stay relevant and sustain favourable market performance levels, companies in the fast-moving consumer goods sector have been pushed into cut-throat competition (Suganthi, 2016). The FMCG industry is characterised by input cost control, low margins and high volumes of sales, therefore, companies operating in this market must employ marketing performance strategies that are effective and efficient (KPMG, 2015). In order to meet their marketing performance goals, it is paramount that fast-moving consumer goods firms take advantage of rapid advances in technologies so as to navigate changing market dynamics (Mort, Sullivan, Drennan, Judy, 2002). The emergence of new technologies and digital disruption has presented fast moving consumer goods firms with new tools that can be adapted to enhance their marketing performance. They have the opportunity to consistently develop and implement new marketing strategies well to ensure that they remain competitive (Onaolapo, Salami, & Oyedokun, 2011).

The role of FMCGs in meeting the market demands of Africa's middle-class consumers cannot be overstated. KPMG's 2015 FMCG sector report showed that the total market share for the fast-moving consumer goods industry for the consumers earning less than 3 USD per day in Africa was 59 percent of the total consumption. KPMG's 2016 review of the FMCG industry in Africa indicates that the highest expenditure was recorded in Nigeria, South Africa, Morocco and Ethiopia with Kenya having a considerable growing market.

According to McKinsey & Company, over the last three decades, Africa's middle class has tripled in size indicating high purchasing power (The Borgen Project, 2023). The increase in the number of people with discretionary spending is likely to result in consumers increasing their spending on beauty and personal care products due to a growing realisation of the significant role that these products play in helping customers realize and fulfill their body care goals (The Borgen Project, 2023). The GSM Association projects that by 2025, 615 million sub-Saharan Africans will subscribe to mobile services, 28 percent will have a 4G connection and 3 percent will have a 5G connection, allowing consumers to make electronic payments (GSM, 2023). The evolution of e-commerce and fintech has made purchasing beauty products faster and easier. Additionally, technological advancements allow companies to better track market trends and profile customers (The Borgen Project, 2023).

Despite this enormous potential, there is scant literature examining the influence of digital promotional strategies on the marketing performance of fast-moving consumer goods manufacturers in the beauty and personal care sector. As such, the current study sought to fill in this gap by examining the influence of digital promotional strategies on the marketing performance of fast-moving consumer goods manufacturers in the beauty and personal care sector in Nairobi County, Kenya.

### **1.1.1. Digital Promotional Strategies**

The American Marketing Association defines digital promotional strategies as the process by which organizations reach and engage with customers across various digital and social platforms so as to drive positive revenue gains and improved conversion rates (American Marketing Association, 2023). Digital promotional strategies are part of the wider umbrella term 'digital

marketing’, which Sawiki (2016) defines as a term for the marketing of products or services using digital technologies, mainly on the internet, but also including mobile phones, display advertising, and any other digital medium. Digital marketing is also often referred to as ‘online marketing’, ‘internet marketing’, ‘e-marketing’ or ‘web marketing’; and these terms have differed over time as created and used by both professionals and academics (Sawicki, 2016). The term digital marketing was first coined in the 1990’s with the debut of the popularity of personal computers and a growing need within marketing for customer relationship management (Desai & Vidyapeeth, 2019). However, with the proliferation of devices in the 2000’s and 2010’s, digital media became increasingly more complex, encompassing marketing campaigns that appear on a computer, phone, tablet, smartwatch or other microcontroller-based device (Intuit, 2019). Digital marketing is often contrasted with traditional marketing which refers to radio, television, direct mail, billboard and print advertising (Intuit, 2019). According to Grunig and Hunt’s (1984) four-way model of public relations, traditional marketing would be considered one-way communication, while digital marketing is two-way communication in which there is a two-way dialogue and benefit sharing between provider and consumer.

There are many specialisations within digital marketing, and these can be broadly categorised into the five D’s of digital marketing: digital devices, digital media, digital data, digital technology and digital communication channels (Brim, 2019). Firstly, digital devices refer to business websites, mobile apps, smartphones, tablets, desktop computers and gaming devices which contain a microcontroller (IGI Global, 2019). Secondly, digital media is the digitised communication that can be transmitted over the internet and includes text, audio, video and graphics (Sikarwar, 2016). Thirdly, digital data refers to the information that is created and stored in a computer mediated environment and can be potentially transmitted over the internet as discrete information signals (IGI Global, 2018). Fourthly, digital technology is an umbrella term that broadly speaks to a multiplicity of fields such as mobile technology, internet of things (IOT), robotics, artificial intelligence and machine learning, amongst others (Hanif, 2022). Lastly, digital communication channels refer to the paths and platforms that enable brands to engage with online audiences for the purpose of advertising and selling of products and services via the internet (Chaffey & Smith, 2017). As this research study situated itself within the broader academic discipline of marketing management, the researcher considered digital communication channels as digital promotional strategies - whereby digital communication channels are used for ‘promotion’ under Kotler’s four

P's of the marketing mix; namely 'price', 'product', 'placement' and 'promotion' (Kotler et al. 2015).

Desai and Vidyapeeth (2019) identify five key digital promotional strategies: firstly, social media such as Facebook, Instagram, YouTube, LinkedIn and Twitter; secondly, search engine optimization (SEO); thirdly, content marketing using emails, blogs and infographics; fourthly, influencer marketing and lastly, mobile marketing using SMS and MMS messages and mobile app alerts. Desai and Vidyapeeth's (2019) five key digital promotional strategies is the foremost academic framework that builds on the American Marketing Society's working definition of digital promotional strategies, and as such this research used their framework to operationalise the five variables of digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi County, Kenya.

### **1.1.2 Marketing Performance**

From a traditional perspective, business performance is commonly referred to as financial performance where considerations of budgets, assets, operations, products, services, markets and human resources are crucial in determining the overall bottom-line of an organisation (Yeo, 2003). As this study was concerned with promotional strategies, performance was conceptualised in relation to marketing outcomes. Marketing performance is defined as the extent to which a marketing team's stated goals and objectives are aligned with their actual results (Collins, 2005). Historically, the literature on measuring the performance of marketing in the firm, has been organised around three themes: firstly, the movement from financial to non-financial measures; secondly, the expansion from measuring only marketing outputs to measuring marketing inputs as well; and lastly, the evolution from unidimensional measures to multidimensional measures of performance (Clark 1999). Goodman (1970, 1972) measured marketing performance using single financial output measures such as profit, sales revenue and cash flow. Yi (1990), Parasuraman and Grewal (1998) measured marketing performance using non-financial measures such as market share, quality of services adaptability, customer satisfaction, customer loyalty and brand equity. Jaworski and Kohli (1996) used input measures such as marketing assets, marketing audit, marketing implementation and market orientation to measure performance. More recently, however, multiple measures are used to assess marketing performance; namely efficiency,

effectiveness and multivariate analysis (Eid & El-Gohary, 2013). Bonoma and Clark (1988) describe efficiency as a productivity measure, comparing outputs to inputs, and effectiveness as a comparison of outputs to goals, drawing on Drucker's (1974) distinction between efficiency as "doing things right" and effectiveness as "doing the right thing."

Only by leveraging advanced marketing analytics methods and technologies can organisations break through this ceiling of insight and develop more accurate quantification and understanding of the impact of their marketing investments (Osato, 2020). Enever (2016) identifies three common marketing measurement methods: marketing mix modelling, multi-touch attribution and unified measurement approaches. Enever (2016) describes marketing mix modelling as a top-down methodology that uses aggregate data, such as historical sales, media spend by channel and comparative competitor insights to generate marketing mix models; while multi-touch attribution is a bottom-up approach that requires user-level data to identify the relative contributions of consumer touchpoints along the path to a goal. Unified measurement approaches answer questions that span both the tactical and strategic impacts of marketing often connecting the context between marketing mix modelling and multi-touch attribution (Enever, 2016). Although marketing mix modelling, multi-touch attribution and unified measurement approaches help to isolate effects, they are less effective in assessing how different marketing elements work in combination as they focus on incremental growth instead of baseline sales or long-term effects; they limit the integration of important metrics such as customer satisfaction, awareness and brand equity; and they fail to incorporate metrics related to competitors, the trade or sales force. (Reibstein, 2005).

According to Kotler et al. (2022), firms must employ organisational processes and systems so as to maximise the value of these different metrics and can do so by assembling a marketing dashboard for synthesis and interpretation of relevant internal and external measures of performance. Marketing dashboards provide interpretation on four common measurement pathways marketers pursue today. The first is the customer metrics pathway that looks at how prospects become customers, from awareness to preference to trial to repeat purchase. This area also examines how the customer experience contributes to the perception of value and competitive advantage. The second is the unit metrics pathway that is more concerned with sales of product/service units, that is how much is sold by product line and/or by geography, the marketing cost per unit sold as an efficiency yardstick, and where and how margin is optimised in terms of

characteristics of the product line and or distribution channel. The third is the cash-flow metrics pathway that focuses on how well marketing expenditures are achieving short-term returns. Program and campaign ROI models measure the immediate impact or net present value of profits expected from a given investment. Lastly, the brand metrics pathway tracks the longer-term impact of brand-equity measures such as customer mindset and brand knowledge that assess both the perceptual health of the brand from customer perspectives and the overall financial health of the brand. These measures are key performance indicators that cut across various industries, hence this study measured marketing performance according to Kotler et al. (2022) four pathway metrics - customers, units, cashflows and brand - in seeking to establish the influence of digital promotional strategies on the marketing performance of fast-moving consumer goods manufacturers in the beauty and personal care sector, in Nairobi County.

### **1.1.3 Fast Moving Consumer Goods Manufacturers In The Beauty And Personal Care Sector**

Consumer goods is a generalised term for any product or service purchased primarily for personal, family or household uses and that is intended to satisfy human wants and needs through their direct consumption or use (Grabner-Kräuter, 2018). Consumer goods are classified into durable, semi-durable or non-durable goods using two key dimensions: the frequency and duration of their usage; and the type of buying decision process (Porter, 1974). Durable goods can be used repeatedly or continuously for an extended period of time and are infrequently purchased (Bucklin, 1963). Semi-durable goods can be used on multiple occasions but for a limited time up to one year and are less frequently bought, with the process of selection emphasizing quality and suitability (Porter, 1974). Non-durable goods which are consumed in one or a few uses, are purchased on impulse or with little thought and effort, and are low-priced and widely distributed hence the term, fast moving (Armstrong et al., 2014).

FMCG companies tend to be similar in many ways leading to high competition in pricing, product and promotion innovation so that firms can remain relevant (Linet, 2014). Firms operating within this sector are characterised by low profit margins and high-volume business (Suganthi, 2016). As a result FMCG companies are essentially manufacturers who produce highly competitive goods with a high turnover rate and who focus their efforts on the 4 P's of marketing in order to attract customers, they: spend heavily on promotion to create distinguishable brands; use complex

logistics and distribution systems to maximise placement in trade; innovate around the product and packaging due to shelf-life; and keep pricing low in order to incentivise consumers (Kelton, 2021). FMCG companies can be categorised according to their revenue and market share as large, medium or small (Kelton, 2021). Many of the world's largest FMCG companies by market share and revenue are also multi-national companies and operate in several countries, examples include Procter and Gamble, Nestle and Unilever, which each make annual revenues of over \$60.5 Billion USD per year and have a presence in many countries all over the world (Corporate Finance Institute, 2021). Many of the small and medium-sized FMCGs tend to be regional or local, operating within an economic trade jurisdiction or within a single country (Corporate Finance Institute, 2021).

In Kenya, the Ministry of Trade, Industrialisation and Enterprise Development regulates manufacturers by determining policies and strategies, to promote standardisation in industry and quality control through the Kenya Bureau of Standards (Ministry of Trade, Industrialisation and Enterprise Development website, 2023). Kenya Association of Manufacturers (KAM) is a private sector, member-based, advocacy association that partners with government and its associated agencies to ensure a dynamic and flourishing manufacturing sector in Kenya (KAM, 2023). KAM is the key representative of manufacturing and value-add industries in Kenya - including but not limited to, firms that import or produce fast moving consumer goods for sale (KAM, 2023). KAM uses the United Nations Industrial Development Organization's (UNIDO) classification to classify manufacturers based on the type of raw materials they use or the products they import and manufacture according to fourteen sectors including agriculture and agro-processing; automotive; building, mining and construction; chemical and allied; energy, electrical and electronics; leather and footwear; metal and allied; paper; pharmaceutical and medical equipment; plastics and rubber; textiles and apparels and timber (KAM website, 2023).

Using Grabner-Kräuter's (2018) definition of fast moving consumer goods as non-durable goods which are consumed in one or a few uses, are purchased on impulse or with little thought and effort, and are low-priced and widely distributed; the following six sectors meet the KAM's criteria of importing or producing non-durable, fast moving goods for sale: firstly, food-based agriculture; secondly, chemical & allied companies in the personal care, household hygiene and cosmetics

industries; thirdly, energy and renewables such as wind, biofuel, diesel, petroleum and solar; fourthly, food and beverages including baked products, confectionary, dairy, fish, meat and edible oil; fifthly, paper converters including biowaste paper manufacturers and paper disposal consumables; and lastly, pharmaceuticals in particular manufacturers of medicines.

As this study sought to establish the influence of digital promotional strategies on marketing performance, the researcher further narrowed down this study's focus to the top sector that invests heavily in promotion as a key strategy of their marketing mix (Kotler et al., 2022). According to the 2021 Advertising Spends Report by the Marketing Society of Kenya, the manufacturing industry with the highest ad spends was the beauty and personal care sector. This is in line with trends within the larger beauty and personal care market share in Africa is expected to increase by USD 5.28 billion from 2021 to 2026, and the market's growth momentum will accelerate at a compound annual growth rate of 6.5 percent (Technavio, 2023). The beauty and personal care sector in Kenya consists of firms that manufacture and distribute products such as hair care products and extensions as well as personal hygiene products such as lotions and deodorants, but to name a few. The Kenya Association of Manufacturers Members Report 2022-2023 classifies 49 manufacturers under the personal care sector, of which 41 are head-quartered in Nairobi County - some of the companies in this sector include Proctor & Gamble Distribution East Africa, Pwani Oils Products Limited, and PZ Cussons EA Limited but to name a few. The researcher therefore focused the study on these 41 manufacturers, in seeking to establish the influence of digital promotional strategies on the marketing performance of fast-moving consumer goods manufacturers in the beauty and personal care sector, in Nairobi County.

## **1.2 Statement of the Problem**

The rise of digital marketing has invariably led to changes in how customers interact with brands, and ultimately how marketing initiatives are measured for performance (Osato, 2020). Digital marketing has irreversibly altered the way in which firms market their goods and services (Brim, 2019). Current technological developments have brought about major changes in consumers' views when buying household products - technological advances due to the Internet have disclosed various opportunities in business (Mulyawan, et. al., 2022). FMCGs, in particular, operate in dynamic environments and their marketing performance is directly impacted by technology and

how it shapes and changes customer wants and needs (Suganthi, 2016). It is vital for organizations to be as adaptable and technologically advanced as possible not for being number one in their niche but to remain competitive in general (Denis, 2018). Digital promotional strategies are an emerging channel and can be adopted to enhance market performance especially within the beauty and personal care sector which according to the Advertising Spends Report by the Marketing Society of Kenya 2021, is the foremost spender on advertising. Doing so is critical so as to analyse which part of ad budgets are wasted, what optimal spending levels are and what minimum investment levels should be (Kotler et. al., 2022). The difficult part is doing this well, as you need to know every aspect of your business plan. (Agrawal et. al., 2021). However, the literature exploring the effect of digital promotional strategies on the marketing performance of FMCG firms in the beauty and personal care sector has been insufficient.

### **1.3 General Objective**

The general objective of this study was to establish the influence of digital promotional strategies on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

#### **1.3.1 Specific Objectives**

- i. To establish the influence of social media marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.
- ii. To establish the influence of search engine optimisation on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.
- iii. To establish the influence of content marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.
- iv. To establish the influence of influencer marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.
- v. To establish the influence of mobile marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

## **1.4 Research Questions**

- i. What is the influence of social media on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County?
- ii. What is the influence of search engine optimisation on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County?
- iii. What is the influence of influence of content marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County?
- iv. What is the influence of influencer marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County?
- v. What is the influence of mobile marketing on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County?

## **1.5 Scope of the Study**

The research study focused on 41 fast moving consumer goods manufacturers that have their head-quarters within Nairobi County, Kenya. The conceptual scope of the research focused on an examination of the influence of digital promotional strategies - social media, search engine optimisation and pay-per-click advertising, content marketing, social media influencer marketing and mobile marketing - on the marketing performance of FMCG manufacturers in Nairobi, Kenya. The theoretical scope focused on the technology acceptance model and the resource-based view theory. The methodological scope was a quantitative study and employed a descriptive cross-sectional survey design. The study was conducted between March and April 2023.

## **1.6 Significance of the Study**

The current business environment is heralded by digital disruption. The consumers goods market, in particular, is one of the critical drivers of economic growth, and an examination of the industry is anticipated to create importance to various groups of stakeholders. This study has contributed immensely to policy makers, industry practitioners and scholars.

To policy makers in government, the findings of the research can enhance policy formulation as results will help sharpen policy formation towards promoting the digitalisation of marketing and innovation and in so doing, aiding to promote the development of manufacturers within the beauty and personal care sector, and indeed the rest of the FMCG industry as a whole. To manufacturer advocacy groups such as KAM, this study can inform the formulation, enactment and administration of sound policies that promote trade and investment, uphold standards, facilitate a competitive business environment and reduce the cost of doing business.

To industry practitioners, the findings of the research can offer critical knowledge on the influence of digital marketing on their marketing performance on fast moving consumer goods manufacturers the beauty and personal care sector, in Nairobi County. The results of the study can inform and be essential to their future proactive decision making. Business managers of today must aptly operate in the current competitive and volatile business environment that has put much performance pressure on existing firms.

To scholars, this study had added to the body of knowledge on the novel and emerging digital marketing industry, particularly as digital promotional strategies influence the marketing performance of manufacturers. To researchers, the current study had identified new and emerging gaps in the field and contributed to the available scholarly knowledge and empirical literature, and will act as reference material for future research work.

## **1.7 Chapter Summary**

This chapter has given a background of the study and shown the value of the variables of the study within a global, regional and local context. This chapter has also defined and justified digital promotional strategies as an independent variable and marketing performance as a dependent variable. It has detailed out the problem statement and identified the objectives of the study and the accompanying questions that guided the research, with the aim of contributing to the knowledge base of policy-makers, industry practitioners and scholars.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

Chapter two of the study discusses the pertinent literature associated with the research constructs. The chapter precisely reviews the theories that informed the study as well as previous empirical studies in line with the study variables. The chapter further reviews the research gaps and the conceptual framework that guided the research.

#### 2.2 Theoretical Review

The theoretical framework is an abstract, involving a set of statements built from clearly defined concepts that shows the interrelation of concepts (Lederman et al., 2015). The theoretical framework demonstrates the theories and ideas that are of relevance to the topic of a research paper and that relate to the broader areas of knowledge that are considered (Motirei, 2020). The study was based on the technology acceptance model and resource-based view theory to anchor the research variables. This section establishes the theoretical substance that formed the basis of this study.

##### 2.2.1 Technology Acceptance Model

Davis, a computer and information systems scholar at the University of Michigan, developed the Technology Acceptance Model (TAM) in 1986 and tailored it to expound on how users consent to use technology. TAM has its roots in the Reasoned Action (RA) theory by Davis (1986) as well as the theory of social psychology (Fishbein & Azjen, 1975) and happens to be amongst the most effective measures of how consumers consent to and use technology. Technology acceptance model posits that usability and utility are significant determinants of the reception and acceptance of technology (Davis et al., 1989). The model suggests that users will consider the perceived usefulness and perceived ease of use in deciding how and when to use new technology (David & Venkantesh, 2000). Perceived usefulness is defined as the extent to which an individual believes

that using a particular system enhances their job quality and output; and perceived ease of use is the degree to which a person believes that using a particular system would be free from effort (Davis, 1989). As such the technology acceptance model emphasizes that beliefs influence attitudes leading to intentions that generate behaviour (Karahanna & Straub, 1999). The theory infers, therefore, that users will adopt to technology as long as it is able to perform the task at hand effectively and efficiently (Davila et al., 2003).

Over time, TAM has evolved into TAM2 - a model that considers aspects of social influence such as image, subjective norms and voluntariness into the explanation of perceived usefulness (Motirei, 2020). David and Venkantesh (2000) make three assertions - firstly, that the degree to which the person trusts that a system will advance their performance at work will determine if the individual will adopt the system or not; secondly that the more the individual perceives the technology to be easy to use, the more accepted the technology will be by the users; and lastly, that if a technology is perceived to be complex or difficult to use, then its adoption rate will be slow.

As digital marketing is a fairly novel phenomenon worldwide (Desai and Vidyapeeth, 2019), this theory was suitable for this study as digital promotional strategies as an avenue for implicating marketing performance, may seem simple and easy to use by those who are technologically savvy (Minama, 2016). However, TAM asserts that the adoption of a technology, in this case digital promotional strategies, is determined by the perception that the user has on its usefulness and ease of usage (Davis & Venkantesh, 2000). Therefore, the ease of usage of digital promotional strategies and the perceptions that FMCG manufacturers in the beauty and personal care sector in Nairobi County have on their usefulness, determined their adoption and effectiveness as opposed to the continued usage of traditional marketing strategies (Minama, 2016; Davis & Venkantesh, 2000).

### **2.2.2 Resource-Based View Theory**

According to Kraaijenbrink et. al. (2010), the resource-based view theory developed as a complement to the Industrial Organization View with Bain (1968) and Porter (1979, 1980, 1985) as some of its main proponents. With its focus on the structure–conduct–performance paradigm, the Industrial Organisation view put the determinants of firm performance outside the firm - in its

industry's structure. Being positioned against this view, the Resource Based View Theory explicitly looks for the internal sources of strategic competitive advantage and aims to explain why firms in the same industry might differ in performance (Kraaijenbrink et. al. 2010). As such this theory recognizes the importance of a firm's internal organizational resources as determinants of the firm's strategy and performance (Barney & Clark, 2007). The term internal organizational resources consist of all assets, capabilities, organizational processes, firm attributes, information, knowledge, that are controlled by a firm and that enable it to envision and implement strategies to improve its efficiency and effectiveness.

Although the resource-based view recognizes that a firm's physical resources are important determinants of performance, it places primary emphasis on the intangible skills and organizational resources of the firm (Alavi and Leidner, 2011). The theory notes that sustainable competitive advantage results from resources that are inimitable, not substitutable, tacit in nature, and synergistic. Therefore, managers need to be able to identify the key resources and drivers of performance and their values in the organization. Gama (2017) posits that the development and use of an appropriate set of performance measures is a crucial task in contemporary marketing management, as it not only contributes to a better understanding of the current situation and offers guidance for improvement, but also to strengthens accountability. More so, measuring performance is a lot more than filling tables with numbers and writing reports - it is about perception, understanding and insight, leading to better decisions and results (Gama, 2017). Therefore, the resource-based view theory gives organizations a comprehensive review of their operations and by its use, organizations are offered clear prescription measures on how to balance the implications of their decisions in all functional areas, including practices that drive marketing performance (Osato, 2020). In the context of this study, the resource-based view theory informed the process of reviewing the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi County as influenced by digital promotional strategies.

### **2.3 Empirical Review**

The empirical review section reviews previous empirical literature that is in line with the research variables. The empirical studies were reviewed based on a global view, regional studies, and

localised studies. The review of the empirical literature allowed for various contextual, methodological and knowledge gaps to be identified.

Wisdom (2015) examined the extent of e-marketing usage by Midlands Meanders Association members in South Africa and its influence on the performance of their companies. The study used a descriptive research design and gathered data using the mixed methods approach which included online and telephone surveys coupled with an analysis of information that was available publicly. The study established that the adoption of e-marketing was moderate and that the association members had a healthy appreciation for the positive benefits that e-marketing has to offer. Moreover, the study established that MMA members could increase their usage of SEO, affiliate marketing and social media marketing in their companies and recommended more research on the influence of e-marketing on small and medium companies. The research was limited to the effect of digital marketing on the marketing performance of one association in South Africa, whereas the present research focused on digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Kasimu (2017) examined the effect of digital marketing strategies on the marketing performance of the top 100 small and medium enterprises (SMEs) in Kenya that were listed in 2016. The study used stratified random sampling to select 30 SMEs in the commercial and trade, service, construction and technology sectors. Data was collected using a set of questionnaires and regression analysis was used to establish the significance of the correlation coefficient on the association between the variables. The study found that digital marketing strategies had a significant influence on the marketing performance of SMEs and recommended that SMEs adopt digital marketing strategies such as social media, search engine optimization, display adverts and websites and blogs. The research was limited to the effect of digital marketing on the marketing performance of top 100 SMEs in Kenya, whereas the present research examined digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Ng'ang'a (2015) examined the effectiveness of digital marketing on performance of all the 43 commercial banks in Kenya. The research design was descriptive cross-sectional survey. The population of the study comprised of all the 43 commercial banks operating in Kenya. The study

used primary data that was collected through self-administered questionnaires. The data was analyzed by the use of descriptive statistics. The regression analysis showed that the digital marketing platforms used by the commercial banks were mobile apps, social media, website design/development, online advertising, display advertising and email marketing. The study found out that digital marketing improved the performance of commercial banks as it enhanced the uptake of bank products by the consumer, lowered costs, lowered working capital, increased revenue, increased customer base of the bank, increased market share, increased web traffic, lowered fixed capital, accelerated cash flows, reduced revenue volatility and reduced risk. The research was limited to the effect of digital marketing on the organisational performance of commercial banks in Kenya, whereas the present research examined digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Njoroge (2017) studied the relationship between e-marketing strategies and brand performance of large bookstores in Nairobi County. A descriptive census study was done on the 91 listed large bookstores in the county. Data was collected and analyzed using descriptive statistics. The findings revealed that the most common digital strategies utilized by these bookstores in Nairobi County were short message texts, social media, emails, company website and online advertisement. Brand performance indicators revealed that digital marketing strategies affected new customer acquisition leading to increased sales volumes, demand for products and profitability. The research was restricted to the effect of e-marketing on brand performance of large bookstores, while the present research examined digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Mwarania (2012) examined the effect of internet marketing adoption on the performance of tour operators in Nairobi. The researcher used the descriptive survey research design to assess 30 tour operators in Nairobi that are registered under the umbrella body Kenya Association of Tour Operators (KATO). Primary data was collected using a self-administered, semi-structured questionnaire and analysed using regression. The study concluded that while the initial cost of developing a website and maintenance was too high for tour companies, employees in the organisations were all computer literate and agreed that using internet marketing could provide access to global consumer markets as well as grow company's the market share. The research was

limited to the effect of internet marketing adoption on the organisational performance of tour companies whereas the present research examined digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Chepkwony (2012) examined the influence of e-business strategies on the performance of insurance companies in Nairobi County. A descriptive cross-sectional research design was applied. The population of the study was 55 insurance companies in Nairobi County and 45 Insurance companies filled and returned the questionnaire representing a response rate of 81%. Data was analysed using descriptive and inferential statistics. The data upon analysis revealed that IT platform functionalities, mobile phone technology and advertisement had positive coefficient with insurance companies' performance while information systems, online delivery of services and automated risk analysis had negative beta coefficient with performance. The analysis was carried out at 95% confidence levels and the results suggested that there existed significant relationship between the e-business strategies and performance of insurance firms in Nairobi Kenya, hence the need for firms to collaborate with digital services providers to enable them to store and market their products and services in the digital space. The research was focused on the influence of e-business strategies on the marketing performance of insurance companies whereas the present research examined digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Whereas studies have been done linking digital marketing with performance, methodologies vary and there are differences in concepts as well as contexts adopted. This study sought to close this gap by establishing the influence of digital promotional strategies and their influence on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

### **2.3.1 Social Media Marketing and Marketing Performance**

Obar and Wildman (2015) defines social media marketing as a service that facilitates the development of social networks online by connecting a profile with those of other individuals and/or groups. In an international study based in the United States of America, Cox (2012) studied the usage of social media on a small business in Indiana. Using the case study method and a

thorough analysis of the company's social media posts, the research established that the business mainly uses Facebook and Twitter for social media marketing. The study also revealed that the success of social media marketing was dependent on the content put out and the relationships built with the customer. It also established that social media advertising increased sales, market share, customer engagement and customer satisfaction. The research was limited to the effect of social media on the marketing and sales performance of one firm in the US, whereas the present research established the influence of social media platforms, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in Thailand, Jhundra-indra and Chanthinok (2015) studied the effect of social media marketing on the marketing performance of 298 e-commerce firms. Using regression analysis, the research indicated that social media marketing, oriented e-commerce firms towards market response timeliness, product diversity presentation awareness and proactive competitor learning capability - all of which had a positive effect on marketing performance. The research was limited to the effect of social media on marketing performance of e-commerce firms in Thailand, whereas the present research established the influence of social media marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a regional study based in Kenya, Musoka (2017) assessed the effect of social media brand strategy on the marketing performance of telecommunication firms. The research used a descriptive survey design to review telecommunication firms with over 100 employees. From the findings, it was established that most of the respondents indicated that Twitter and Youtube could be used effectively for customer relationship management and thus to improve the firms' marketing performance. The research was limited to the effect of social media marketing on marketing performance, whereas the present research established the influence of social media marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a local study based in Nairobi County, Mose (2021) studied the effect of social media usage on the organisational performance of beauty salons. The study adopted a descriptive research design

and the study's population was made of the 4,250 beauty salons. The study sampled 100 beauty salons in Nairobi and used primary data, which was gathered through questionnaires to beauty salons managers. Through descriptive statistical tools and regression, the study found that the use of social media by beauty salons had a positive and significant relationship with organisational performance. The research was limited to the effect of social media on organisational performance, whereas the present research examined the influence of social media marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in Nairobi County, Lynnette (2015) conducted a study on the effect of social media marketing on the sales performance of startup companies. The study used a descriptive cross-sectional research design and a study population of 231 startup companies, with primary data collected using semi-structured questionnaires and secondary data was collected from scholarly articles such as research reports and books. A regression analysis showed that there is a positive relationship between the number of followers on social media and sales revenue of startup firms. Holding all the factors that are in the model constant, the study showed that a startup will report sales revenues of Ksh. 102,000. Each additional follower on social media increases sales revenues by Ksh. 5,000 on average. The study focused on sales performance of startup companies whereas the present research examined the influence of social media marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in Nairobi County, Kagondou (2018) examined the effect of social media marketing on sales performance of large retail stores. The study employed a descriptive survey design with a study population of 135 retail stores in Nairobi. The study found out that most of the large retail stores had embraced the use of social media marketing, frequent usage of the different social media platforms that were indicated by the respondents had a great impact on sales performance; and were a cost-effective way of disseminating information about a product/service to targeted clientele and in so doing enhanced customer loyalty. The study focused on sales performance of retail stores whereas the present research examined the influence of social media marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

### 2.3.2 Search Engine Optimization and Marketing Performance

Yalçın & Köse (2010) define search engine optimization as the manner in which websites index and class other websites according to their keywords, explanations and content, making it easier and faster to reach obtained site-search results, with the most widely used method of being pay-per-click advertising. Mangani (2004) defines pay-per-click advertising as the method of selling advertising space on web pages based on a visitor taking some specifically defined action in response to an ad.

In a study based in Hong Kong, Chu Ting Cheung, R. (2006) studied the effectiveness of pay-per-click advertising on the marketing performance of advertisements placed on a portal directed at a teenage audience. The research extracted components from ten banner advertising campaigns on one web site during a five-month period, and analysed them by means of proprietary data-mining rule-induction software. The research revealed that small interactive games and free gifts deliver the highest brand impression after normalization of the banner click-through rate; revenue is significantly affected by local cultural and seasonal factors; and that “media-rich” design is an important factor in attracting the target audience to click on a banner. The research was limited to the effectiveness of pay-per-click advertising on the marketing performance of advertisements placed on a portal directed at a teenage audience in Hong Kong, whereas the present research examined the influence of search engine optimisation, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in South Africa, Kritzinger and Weideman (2017) examined the effect of search engine optimisation (SEO) and pay-per-click (PPC) systems on the marketing performance of three e-commerce based firms. The study showed that SEO and PPC yield instant traffic, by ranking websites highly in search engine result pages - in turn providing an entry point to paying customers. The research was limited to the effect of search engine optimisation and pay-per-click advertising on the marketing performance of e-commerce firms in South Africa, whereas the present research examined the influence of search engine optimisation, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

Whereas international studies have been done linking search engine optimisation and pay-per-click advertising with marketing performance, there has not been substantive scientific research in Kenya as a region, or Nairobi as a locality. This study closed this gap by examining the influence of search engine optimisation as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

### **2.3.3 Content Marketing and Marketing Performance**

Content marketing is defined as using informative, editorial content in order to direct attention to the company, create impression of it being a leader, with a purpose of attracting present and potential customers (Lankow, Ritchie & Crooks, 2012). Content such as emails, blogs and infographics that are launched by the company have a role to empower, engage, educate, inform, entertain, create trust towards the company and connect consumers (The Internet Marketing Academy, 2011). Mallick (2020) defines email marketing as a sales and marketing strategy where a commercial message is sent to a specific audience to increase engagement, encouraging conversion, and inspiring referrals. Clickworker (2023) defines blog marketing as a content marketing strategy that uses viral marketing methods in which an interest group is built based on a blog, to address potential customers directly and individually, thus achieving customer loyalty for their own brand. Smiciklas (2012) describes an infographic as an image representing an integration of design and visually pictured data that helps organizations convey their messages to the audience in a concise fashion by visually presenting data, ideas or complex information in a way that makes it easier and faster for the audience to understand and adopt it.

In a study based in Turkey, Andaç and Karkar (2016) examined the influence of content marketing on customer satisfaction as a measure of performance, amongst students studying Business Administration at Suleyman Demirel University. The study showed that accurate and reliable content created by businesses builds loyalty and high satisfaction amongst customers as its aim is to understand the customer, eliminate his/her needs and communicate with him/her. The research was limited to the effect of content marketing on customer satisfaction as a measure of performance amongst students studying Business Administration at Suleyman Demirel University located in Turkey, whereas the present research examined the influence of content marketing, as

well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in South Africa, Hirschfelder (2015) studied the effects of content marketing on attitude formation as a measure of marketing performance, in the South African energy drink market. The study unpacked content marketing, and explored its impact on the consumer in order to locate content marketing within Integrated Marketing Communications. Specifically, this study investigated how consumers perceive the sponsor through content marketing, and if emotions triggered by this content influence consumer attitudes towards the sponsor. The research was limited to the effects of content marketing on attitude formation as a measure of marketing performance, in the South African energy drink market, whereas the present research examined the influence of content marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in Finland, Hartemo (2016) studied the role of e-mail marketing in empowering consumers. The purpose of the paper was to clarify why, when and how e-mail marketing can be used to empower consumers and to give ideas for future scholarly research. The researcher conducted a systematic literature review of 41 e-mail marketing and 54 consumer empowerment articles published in a variety of academic journals between 1998 and 2014. The research revealed that e-mail allows an active, interactive and personalised communication fulfilling the preferences of an empowered consumer. E-mail marketing can be used to empower consumers by sending e-mails based on permission, by making consumers active participants in the communication process and by making e-mails relevant for the recipients. The research studied the role of e-mail marketing in empowering consumers in Finland, whereas the present research examined the influence of content marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a study based in India, Komaragiri (2009) explored the impact of blogging and micro-blogging on financial market performance. The research employed the use of a time graph to study changing trends of blogs over time, and studied the impact of blogs through sentiment analysis. The study revealed that general perceptions about a product and the reputation of the company determine to

a great extent how well the product sells and it is therefore imperative that companies make the effort to understand public opinions and sentiments, as they can be a very good indicator of the product's future sales performance. The research was limited to the impact of blogging and micro-blogging on financial market performance in India, whereas the present research examined the influence of content marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a regional study across Kenya, Jooste (2015) studied the audience perception of infographics as data visualisation styles and their impact on media and marketing communication in Kenya. The study sought to compare a sample audience's ability to retain information presented in textual vs. infographic formats (the same facts were presented in different formats), and a questionnaire was administered to 49 respondents, stratified to represent Nairobi's print news consumer demographics. The study revealed that the pictorial infographic elicited the most interest; respondents drew inferences from the facts presented – a desirable outcome for media and marketing communications professionals who seek to engage their audiences. The research was limited to a study of audience perception of infographics as data visualisation styles and their impact on media and marketing communication in Kenya, whereas the present research examined the influence of content marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a localised study based in Kisumu, Halima (2021) studied the effect of e-mail marketing on purchase decisions as a measure of marketing performance amongst students at the University of Nairobi, Kisumu Campus. Through a cross-sectional descriptive survey, data was obtained from 215 respondents using a structured questionnaire and analysed using descriptive and inferential statistics. The study revealed that of email marketing was found to be the most significant predictor of purchase decision, ahead of social media marketing. The study concluded that email marketing positively contributes to product purchase and is, therefore, a viable tool for promoting product purchases, shaping consumer attitudes and consequently consumer purchase decisions. The research was limited to the effect of email marketing on purchase decisions as a measure of marketing performance amongst students at the University of Nairobi - Kisumu Campus, whereas

the present research examined the influence of content marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

### **2.3.4 Influencer Marketing and Marketing Performance**

Influencer marketing is defined as the strategy by which firms select and incentivize online influencers to engage their followers on social media in an attempt to promote the firms' offerings (Lung, Gu, Li, Zhang and Palmatier, 2022).

In a study based in Ghana, Gbedawo (2021) explored the use of social media influencers as a marketing tool for small businesses in reaching the youth. The study used a qualitative exploratory research design approach to collect data. Interviews were held with 10 businesses in the fashion industry that had employed social media influencer marketing, and sponsored posts were analyzed using inter-rater reliability rating. This study found that influencer marketing was effective in gaining small businesses new followers and higher levels of exposure. The findings also highlighted the importance of brand fit, pricing, credibility, authenticity, and engagement as factors that affected the marketing performance of a social media influencer campaign. The research was limited to the use of social media influencers as a marketing tool for small businesses in reaching the youth in Ghana, whereas the present research examined the influence of influencer marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a regional study across Kenya, Wafula (2022) carried out a comparative study on the effectiveness of social media influencers in marketing promotions, as compared to traditional media. This study, therefore, set out to compare the performance of the two forms of marketing promotion. The study was purely a qualitative study and it yielded two key realisations. First, it found out that the marketing industry will always be on the lookout for a better and beneficial strategy. Secondly it revealed that a higher percentage of consumers are spending more time behind screens due to increased internet connection, as opposed to the past where people used to rely on television, newspaper and radio advertisements. The study revealed that while higher populations in Kenya today have access to the internet thus making it easy for companies to reach them through social media influencers, traditional media marketing still holds a higher degree of

credibility as opposed to social media influencers. The research was limited to a comparative study on the effectiveness of social media influencers in marketing promotions, as compared to traditional media in Kenya, whereas the present research examined the influence of influencer marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

### **2.3.5 Mobile Marketing And Marketing Performance**

Mobile marketing is the use of the mobile medium, via a variety of technological platforms such as SMS, MMS, WAP and Java, as a means of marketing communication (Leppäniemi, Sinisalo and Karjaluoto, 2006).

In a regional study across Kenya, Mugo, Muathe and Waithaka (2018) studied the effect of mobile communication services on the performance of SACCOs. The study used a sample of 86 Deposit-Taking SACCOs drawn from a target population of 110 Deposit-Taking SACCOs that were licensed by SACCO Societies Regulatory Authority as at 31st December 2011. A structured questionnaire administered to two managers (from information technology and finance departments) in each SACCO was used to collect primary data. Inferential analysis revealed the existence of statistically significant positive effect of mobile communication services such as mobile messaging, mobile call services, mobile email, mobile chatting and mobile conferencing services, on performance of Deposit-Taking SACCOs in Kenya. The research studied the effect of mobile communication services on the performance of saccos in Kenya, whereas the present research examined the influence of mobile marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

In a localised study based in Mombasa County Mibei (2013) studied the application of mobile marketing in commercial banks. The study was modeled on a descriptive cross - sectional design. The population of the study consisted of 34 commercial banks in Mombasa County. No sampling was done, as a census of all the commercial banks operating in Mombasa County, Kenya was considered. Primary data was collected using semi-structured questionnaires which were personally administered by the researcher to the commercial banks' marketing managers or equivalent. The research concluded that majority of the commercial banks apply mobile marketing

in all their marketing activities. It also concluded that customer attitudes towards mobile marketing and the characteristics inherent in the mobile phone are important factors that affect the application of mobile marketing. The research studied the application of mobile marketing in commercial banks in Mombasa County, Kenya, whereas the present research examined the influence of mobile marketing, as well as four other digital promotional strategies, on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

## **2.4 Research Gaps**

The following section outlined the knowledge, contextual and methodological gaps identified that the research intended to fulfill.



**Table 2.2 Research Gaps**

<b>Author</b>	<b>Title</b>	<b>Findings</b>	<b>Research Gaps</b>	<b>Focus of current study</b>
Wisdom, E. (2015)	The impact of e-marketing on business performance: A case study of the Midlands Meander Association members	Success of social media marketing was dependent on the content put out and the relationships built with the customer. Social media advertising increased sales, market share, customer engagement and customer satisfaction.	Focus was on one association in South Africa and used mixed methods research design.	The current study examines several FMCG manufacturers in Nairobi County and will use descriptive cross-sectional research design.
Kasimu, G. M. (2017)	Digital marketing strategies and marketing performance of top 100 small and medium enterprises (SMEs) in Kenya	Significant influence of digital marketing on the performance of SMEs.	Limited to the effect of digital marketing on the marketing performance of top 100 SMEs in Kenya.	The current study examines Nairobi-based FMCG manufacturers in the personal care industry.
Ng'ang'a, C. M. (2015)	Effectiveness of digital marketing strategies on performance of commercial Banks in Kenya	Strong relationship between digital marketing and enhanced uptake of bank products by the consumer, lower costs, and working capital, increased revenue, increased market share, and accelerated cash flows.	Focus of the study was on organisational performance of commercial banks in Kenya.	The study will focus on marketing performance of FMCG manufacturers in Nairobi County.

Njoroge, W. W. (2017)	The relationship between e-marketing strategies and brand performance of large bookstores in Nairobi County	Digital marketing strategies affected new customer acquisition leading to increased sales volumes, demand for products and profitability.	Restricted to the effect of e-marketing on brand performance.	The current study will focus on brand metrics and three additional measures of marketing performance.
Mwarania, N. K. (2012)	Internet marketing adoption and the performance of tour operators in Nairobi, Kenya	The study concluded that using internet marketing could provide access to global consumer markets as well as growing the market share.	Operationalised variables as online video and email advertising.	Operationalised variables will be social media, search engine optimisation and pay-per-click advertising, content marketing, influencer marketing and mobile marketing.
Chepkwony, C. (2012)	Influence of E-business strategies on the performance of insurance companies in Nairobi County Kenya	Insurance firms in Nairobi Kenya, need for to collaborate with digital services providers to enable them store and market their products and services in the digital space.	The research was focused on the influence of e-business strategies such as IT platform functionalities, mobile phone technology, advertisements and automated risk analysis.	The study will be focused on digital as it relates to marketing performance measurement in the form of customer metrics, unit metrics, cash flow metrics and brand metrics.

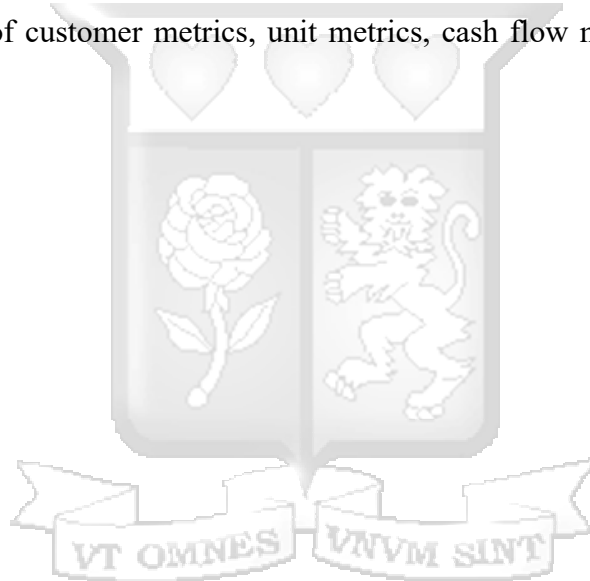
Mochoge, J. (2020).	Digital marketing strategies and consumer purchase decision of online stores within Nairobi City County	The study concluded that digital marketing strategies had a positive influence on purchase decision from online stores within Nairobi County.	The research was focused on consumer purchase decision of online stores.	The present research seeks to use Kotler's four metric pathways, of which customer metrics is one, to study the influence of digital marketing on the marketing performance of FMCG manufacturers.
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Source: Researcher (2023)

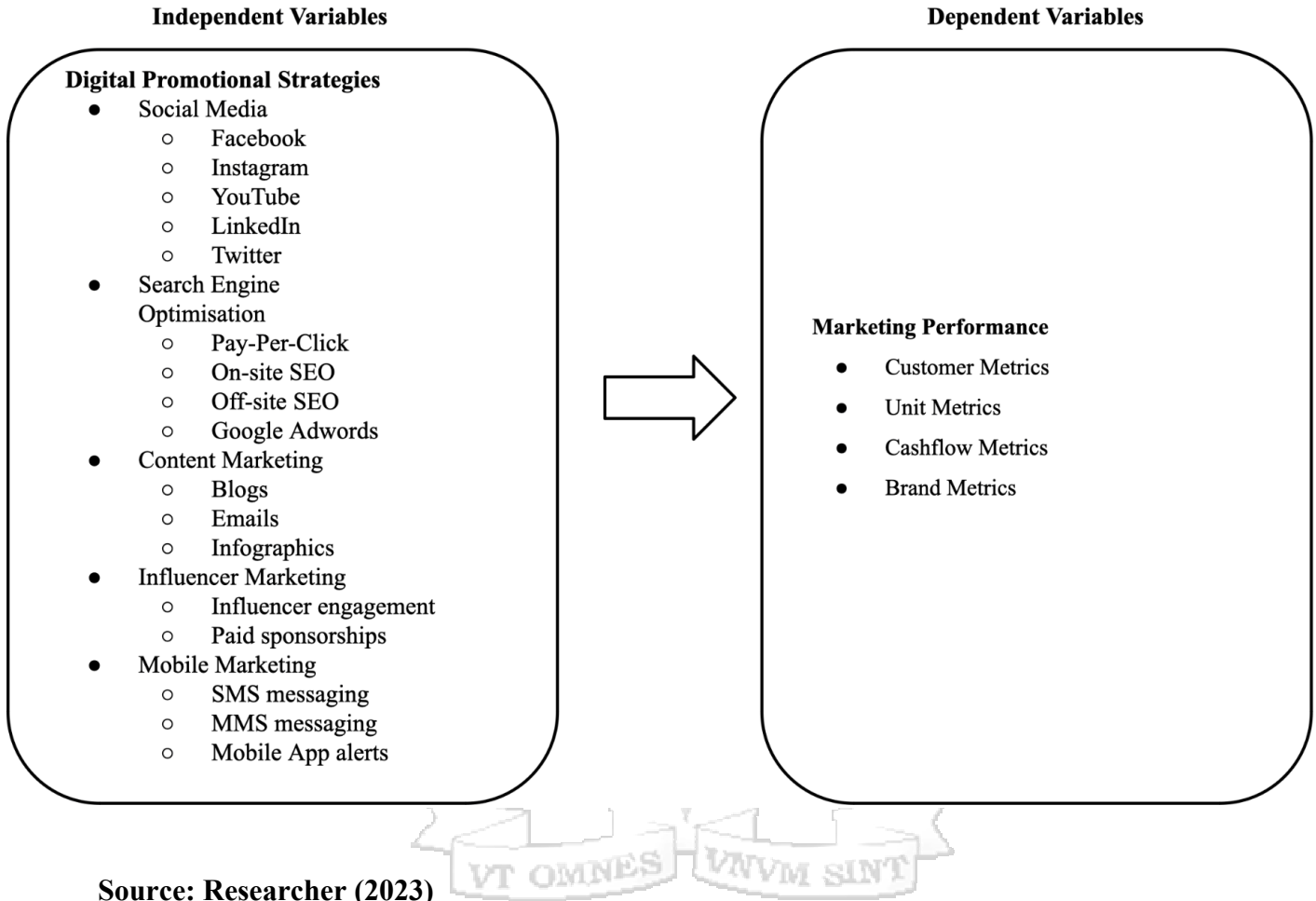


## 2.5 Conceptual framework

A conceptual framework is a visual model that depicts the variables under study and the relationship between the dependent and independent variables (Kothari, 2014). This study postulated the interaction of digital promotional strategies as the independent variables and marketing performance as the dependent variable. In this study, digital promotional strategies were measured in terms of social media, search engine optimisation, content marketing, influencer marketing and mobile marketing (Desai and Vidyapeeth (2019). While marketing performance was measured in terms of customer metrics, unit metrics, cash flow metrics and brand metrics (Kotler et al. (2022).



**Figure 2.1 Conceptual framework**



**Source: Researcher (2023)**

Based on the literature reviewed, Figure 2.1 illustrates the relationship between digital promotional strategies and marketing performance. It postulates that digital promotional strategies significantly influence marketing performance.

## **2.6 Operationalization of Study Variables**

Operationalization facilitates the reduction of abstract notion of constructs into observable characteristics so that they can be measured using indicators. A rating scale ranging from

1=strongly disagree to 5=strongly agree was used to measure both the dependent and independent variables. The indicators that were used in the study are summarised in the below table.

**Table 2.3 Operationalisation Of Variables**

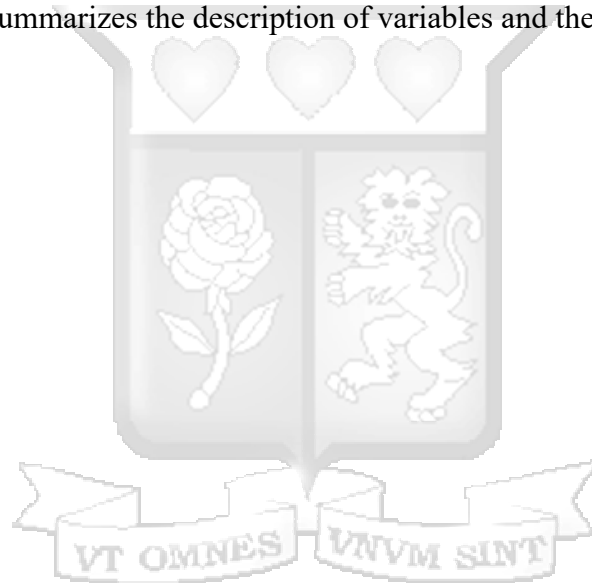
<b>Variable</b>	<b>Constructs</b>	<b>Operational Definition</b>	<b>Measurement Scales</b>	<b>Supporting Literature</b>
<b>Independent Variable (Digital Marketing)</b>	Social media marketing	A service that facilitates the development of social networks online by connecting a profile with those of other individuals and/or groups.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Cox (2012); Musoka (2017); Jhundra-indra and Chanthinok (2015)
	Search Engine Optimisation (SEO)	Manner in which websites index and class other websites according to their keywords, explanations and content, making it easier and faster to reach obtained site-search results	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Kritzinger and Weideman (2017)
	Content marketing	Using informative, editorial content in order to direct attention to the company, create impression of it being a leader, with a purpose of attracting present and potential customers	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Andaç and Karkar (2016); Hartemo (2016);
	Influencer marketing	Strategy by which firms select and incentivize online influencers to engage their followers on social media in an attempt to promote the firms' offerings.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Lung et al. (2022); Gbedawo (2021);

	Mobile marketing	Use of the mobile medium using a variety of technological platforms such as SMS, MMS, WAP and Java, as a means of marketing communication.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Mugo, Muathe and Waithaka (2018); Mibei (2013)
<b>Dependent Variable (Marketing Performance)</b>	Customer metrics	Looks at how prospects become customers, from awareness to preference to trial to repeat purchase.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Kotler et al. (2022)
	Unit metrics	Sales of product/service units by product line and/or by geography as well as the marketing cost per unit sold as an efficiency yardstick.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Kotler et al. (2022)
	Cash flow metrics	How well marketing expenditures are achieving short-term returns by measure of program and campaign ROI.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Kotler et al. (2022)
	Brand metrics	Customer mindset and brand knowledge that assesses both the perceptual health of the brand from customer perspectives and the overall financial health of the brand.	Five Point Likert Scale 1- Strongly Disagree 2- Disagree 3-Neutral 4-Agree 5-Strongly Agree	Kotler et al. (2022)

**Source: Researcher (2023)**

## 2.7 Chapter Summary

Chapter two of the study appraised the relevant theoretical and empirical literature relevant to the research constructs. As regards theoretical literature, the researcher referenced the technology acceptance model and the balanced scorecard model to anchor the research variables. As regards the reviewed empirical literature, it revealed the main gaps of this study and showed that most of the research carried out to date has failed to focus on the link between digital promotional strategies and the marketing performance of FMCG manufacturers the beauty and personal care sector in Nairobi County, Kenya hence underpinning the main research gap that this study examined. The conceptual framework was derived showing the interrelationships between variables, and the operationalization table summarizes the description of variables and their measures.



## CHAPTER THREE

### RESEARCH METHODOLOGY

#### 3.1 Introduction

This chapter presents the methods used to collect and analyse data for the research problem. It examines the research philosophy, design, the population of the study, the sampling design and sample size used as well as the data collection instruments. Lastly, the chapter reviews the ethical considerations that were observed over the course of the study.

#### 3.2 Research Philosophy

Research philosophy deals with the source, nature and development of knowledge and the way in which data about a phenomenon should be collected, analysed and used (Dudovskiy, 2018). There are two main research philosophies that underpin research in social sciences: interpretivism and positivism (Chen & Hirschheim, 2004). Interpretivists contend that only through the subjective interpretation of and intervention in reality can that reality be fully understood (Corbetta, 2003). They admit that there may be many interpretations of reality, but maintain that these interpretations are in themselves a part of the scientific knowledge they are pursuing (Chowdary, 2014). Interpretivists look for meanings and motives behind people's actions like: behaviour and interactions with others in the society and culture (Whitley, 1984). Similarly, cultures can be comprehended by studying people's ideas, thinking, and the meanings that are important to them (Boas, 1995). The interpretivist's goal is to interpret and understand meaning in human behaviour rather than to generalise and predict causes and effects (Onyango, 2021). Interpretivism is mainly dependent on a specific context, viewpoint, and values thus enabling qualitative research (Saunders et al., 2012).

Positivism is counted on the philosophical stance that a natural scientist is working with observable reality within society leading to production of generalisations (Alharahsheh & Pius 2020). The assumption is that the observer is independent of what is being observed and that measurement should be done through objective criterion (Onyango, 2021). Furthermore, the researcher uses and includes key universal rules and laws to support and explain the studied behaviour or event within organisations (Alharahsheh & Pius 2020). Positivism attempts to gain predictive and explanatory knowledge of the world based on facts, neutrality, measurements and validity of results (Uddin &

Hamiduzzaman, 2009) and therefore, this research adopted positivism research philosophy so as to generate observable and statistically quantifiable findings (Alharahsheh & Pius 2020).

### **3.3 Research Design**

Research design is a strategic blueprint that provides a framework through which the researcher collects, measures and analyses data according to their research topic (Bougie, 2010). Blumberg et al. (2014) define research design as a strategy and arrangement constructed so as to enable the researcher to answer the questions that their research raises. Babbie (2010) provides an additional definition of research design as a coherent plan that customises the way in which data is collected, analysed and used to attain results.

The researcher employed a descriptive cross-sectional survey design which included surveys and fact-finding enquiries of different kinds, the purpose of which was to describe a state of affairs as it exists at present (Kothari, 2004). A descriptive cross-sectional study is a type of research design in which you collect data from many different individuals at a single point in time and observe variables without influencing them (Thomas, 2020). A descriptive survey design is intended to deliver a depiction of circumstances at a single point in time, without manipulating the variables so as to provide information about what is happening in a certain population, without determining cause and effect (Cherry, 2022). A descriptive survey involved administering questionnaires to individuals so as to demonstrate the characteristics of the sampled population and in order to obtain statistical data for analysis (Onyango, 2021). Descriptive cross-sectional survey design has been employed in similar studies by different researchers including Cox (2012), Adede (2017) and Wafula (2022).

### **3.4 Population of Study**

A population is a unit of study and is defined as the total collection of elements about which a researcher wishes to make some inference (Cooper & Schindler, 2008). According to Kothari (2004), the overall count of persons, items or units that are applicable to the study, consists the overall population of the study. Kothari (2004) lists individuals, groups, organizations, documents, campaigns, incidents among others as entities that can form a study population. Motirei (2020) observed that one should consider ease of access to the population and data collection when deciding on the target population of the study, as well as the level to which the subject of the study

affects the target population.

The population of the research was the 41 Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector (Kenya Association of Manufacturers Members Report 2022-2023). Nairobi County was the locality of focus as it serves as the logistical headquarters and managerial headquarters for the selection of FMCG manufacturers considered in this study.

### **3.5 Sampling Design**

Sampling design is defined as a mathematical function that gives the probability of any given sample being drawn (Mohadjer et al.,2018). Sampling selects a few members of the entire population of a study to participate in the research (Cooper & Schindler, 2003). While practical or technical limitations limit the inclusion of the whole population. Mugenda et al. (2003), posit that the sample size should not be too large or too small to be outside the confidence levels of a study outcome.

There are two distinct types of sampling techniques: non-probability and probability (Everitt & Skrondal, 2010). Non-probability sampling is a sampling technique where the probability of any member being selected for a sample cannot be calculated - it's the opposite of probability sampling, where you can calculate the probability (Everitt & Skrondal, 2010). In addition, probability sampling involves random selection, while non-probability sampling does not—it relies on the subjective judgement of the researcher (Wisniowski, 2020). This study will undertake non-probability sampling of the purposive type. According to Mugenda and Mugenda (2003) purposive sampling is a non-probability sampling method in which the researcher relies on his or her own judgment when choosing members of population to participate in the study - in this case the researcher chose a sample based on their knowledge about the population and the study itself and chose the study participants based on the study's purpose. This study applied purposive sampling advocated by Cooper and Schindler (2010) in determining the choice of respondents at the select FMCG manufacturers in the beauty and personal care sector in Nairobi County.

The study focused on managers in charge of marketing, sales, production and distribution and finance as structurally their mandate allows them access to key relevant information and will thus be able to knowledgably comment on how digital promotional strategies impact the marketing

performance of their companies (Osato, 2020). The researcher adopted a census approach whereby the projected respondents from each FMCG company were 4 senior managers, making up a total of 164 respondents across the 41 manufacturers in the beauty and personal care sector.

### **3.6 Data Collection**

In the study, structured questionnaires were the research instruments used to collect quantitative primary data from 164 respondents. Structured questionnaires are popular as when carefully constructed and administered, they can be used to collect data that can be processed through descriptive and inferential statistics (Dornyei, 2003). Hox & Boeije (2005), note that primary data collection via a survey, serves as a stimulus to elicit information from research subjects with the advantage of optimally collecting data that answers the research question.

The structured questionnaire included close-ended questions on a 5-point Likert scale that were used to measure the different aspects of the variables under study. The questionnaire had three sections; section A consisting of respondent's demographic information, section B consisting of questions about digital promotional strategies and section C consisting of questions regarding marketing performance.

The questionnaires were self-administered and accompanied by an introductory letter explaining the purpose of the data collection and the confidentiality of data collected. Trained research assistants were employed to aid in data collection in order to improve the response rate.

### **3.7 Validity and Reliability Tests**

This section presents the validity and reliability tests that were used in the study.

#### **3.7.1 Reliability Test**

Reliability is a measure of the degree to which the research instrument presents consistency of results even after several trials (Saunders et al., 2019). Reliability relates to the consistency of a measure (Heale & Twycross, 2015). The Cronbach's alpha  $\alpha$  or coefficient alpha was developed by Lee Cronbach in 1951 and is a measure of internal consistency - that is, how closely related a set of items are as a group, and is considered a measure of scale reliability (Cronbach, 1951). The Cronbach's  $\alpha$  result is a number between 0 and 1, and is measured between 0.00 which indicates

no reliability and +1.00 which indicates positive reliability (Cronbach, 1951). George and Mallery (2003) provide the following rules of thumb for the Cronbach's alpha test:  $\alpha > .9$  – Excellent,  $\alpha > .8$  – Good,  $\alpha > .7$  – Acceptable,  $\alpha > .6$  – Questionable,  $\alpha > .5$  – Poor, and  $\alpha < .5$  – Unacceptable. According to Cooper and Schindler (2006), Cronbach's alpha coefficient ranging between 0.7 and 0.9 is considered good, to ensure the research instrument is consistent. Gliem and Gliem, (2003) argued that a value of 0.7 should be considered reliable while Asikhia (2009) recommends reliability cut off point of 0.6. The study construed a coefficient of 0.6 and above as acceptable and satisfactory reliability. A Cronbach alpha of 0.789 on the five items that formed the study variables of marketing performance was included in these variables. The measuring device was reliable because of the Cronbach alpha being higher than 0.6. Table 3.1 shows the results.

**Table 3.1 Summary of Reliability Results For The Study**

<b>Variable</b>	<b>Component</b>	<b>Cronbach Alpha Coefficient</b>	<b>No. of Items</b>	<b>Interpretation of Study</b>
Social Media Marketing	Customer Engagement & Loyalty	0.763	5	Reliable
	Sales & Lead Generation			
	Cost-Effectiveness			
	Access to New Markets & Customers			
	Brand Recognition & Awareness			
Search Engine Optimisation	Unique Visitors To Website	0.812	5	Reliable
	Number of Clicks on Adverts			
	Access to New Markets & Customers			
	Return on Investments			
	Sales Volumes			
Content Marketing	Perception of Value & Competitive Advantage	0.729	5	Reliable
	Customer Retention & Loyalty			
	Sales Volumes			
	Interest in New & Existing Products			
	Profit Margins			
Influencer Marketing	Product Awareness, Trial & Repeat Purchase	0.844	5	Reliable
	Marketing Cost Per Unit			
	Sales Volumes			
	Access to New Markets & Customers			

	Brand Recognition & Knowledge			
Mobile Marketing	Sales Volumes	0.728	5	Reliable
	Brand Exposure & Awareness			
	Customer Engagement			
	Customer Base & Loyalty			
	Marketing Cost Per Unit			

**Source: Researcher (2023)**

**3.7.2 Validity Test**

Validity is the degree to which an instrument measures what it claims to measure (Golafshani, 2003). The validity of instruments depends on the ability and willingness of respondents to avail the information required (Bougie, 2010). The research study had content and construct validity (Golafshani, 2003). Content validity is defined as the ability of research instrument to give adequate results with characteristics to be measured (Slack & Draugalis, 2001) while construct validity is defined as the ability of the research instrument to derive study variables from sound theoretical models and adequate related literature (Onyango, 2021). To establish content validity, the questionnaire was given to the supervisor and other specialists within Strathmore University to cross-check the format, relevance, reliability and content to ensure the research instrument collected the appropriate data.

To establish construct validity, a sample of 10% of the respondents working in marketing, production & distribution and finance, from related sectors in FMCG manufacturing was enlisted to help validate the research instrument to make sure all variables were captured in the research instrument (Motirei, 2020). The respondents were conveniently selected since the statistical conditions were not necessary and the data that was obtained from the pilot study was not included in the actual study (Cooper & Schindler, 2008). During testing, efficiency and flow of the questions in the questionnaires was fine-tuned including the wording, structure and sequence of the questions (Bowden et al., 2002). The content and construct validity tests facilitated the necessary revision and modification of the research instruments thereby enhancing validity and upon this cross checking, the final research instrument was reviewed (Motirei, 2020).

**3.8 Data analysis**

Upon completion of data collection, questionnaires were checked for errors and data entered in

Stata version 15.1 software for analysis because of its flexibility (Cronk, 2017). After cleaning, data was coded where responses were put into categories and numbers to allow for analysis and quantitative techniques of data analysis and presented through percentages, means, standard deviations and frequencies (Morgan et al., 2004). During analysis both descriptive and inferential statistics which include frequency tables, mean and standard deviation were executed, and the analysed data presented using tables (Cronk, 2017) so as to examine the relationship between digital promotional strategies and the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

The researcher used multiple regression analysis to study the relationship between marketing performance and social media marketing, Search Engine Optimisation, content marketing, influencer marketing and mobile marketing (Motirei, 2020). Regression is useful for its ability to test the nature of the influence of independent variables on a dependent variable and is able to estimate the coefficients of the linear model which best predicts the value of the dependent variable (Sykes, 1993). Furthermore, correlation analysis was used to illustrate the direction and strength of relationship between two variables with the multiple regression model given by:

$$\widehat{Y} = \widehat{constant} + \hat{\beta}X_i + \hat{\beta}X_{ii} + \hat{\beta}X_{iii} + \hat{\beta}X_{iv} + \hat{\beta}X_v + \mathcal{E}$$

Where:

Y = Marketing Performance,

$\mathcal{E}$  = Error Term

and

$X_i + X_{ii} + X_{iii} + X_{iv} + X_v$  are the standardised coefficients of:

Social Media Platforms ( $X_i$ )

Search Engine Optimisation ( $X_{ii}$ )

Content Marketing ( $X_{iii}$ )

Influencer Marketing ( $X_{iv}$ )

### **3.9 Ethical Consideration**

This study safeguarded all ethical considerations in the course of the research study period. The researcher sought and obtained clearance and approval from Strathmore University Ethics Review office before commencing with this research. The researcher received an introductory letter from Strathmore University and a permit from the National Commission for Science and Technology and Innovation (NACOSTI), to conduct the study. Prior to administration of the questionnaires, the researcher established contact with the respondents via email or phone call to request their permission to take place in the study. The researcher explained the aim of the study and offered guidance to the respondents on how the questionnaire should be filled. Written consent was also sought from the management authorities of the respective FMCG manufacturers (Motirei, 2020). So as to improve the quality of data collected via investigator triangulation, the researcher enlisted three research assistants who were trained in data collection procedures and ethical considerations to assist in the data collection (Motirei, 2020). Respondents were at liberty to participate or decline to take part in the study and did so in their own volition (Kothari, 2004).

The researcher ensured that the data collected was only utilized for academic purposes and that respondents' anonymity was guaranteed in the course of the research and their consent sought beforehand by the researcher (Ryen, 2004). Other ethical considerations guided the research included willingness to take part in the study, informed consent, confidentiality, guarantee of protection of information and privacy (Zhang, 2017).

### **3.10 Chapter Summary**

This chapter has presented the methods used to collect and analyze data for the research problem. To be precise, it has examined the research design, the population of the study, the sampling design and sample size used as well as the data collection instruments. The chapter has further outlined the pretesting steps and the ethical considerations observed within the course of the study of the influence of digital promotional strategies on the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

## CHAPTER FOUR DATA ANALYSIS, FINDINGS AND DISCUSSIONS

### 4.1 Introduction

This chapter presents the results and findings of the study with regards to the research objectives. The findings were grouped into the response rate, the background data, the descriptive results, diagnostic tests and the inferential results.

### 4.2 Response Rate

The study targeted 164 managers in charge of marketing, sales, production, distribution and finance at 41 Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector (Kenya Association of Manufacturers Members Report 2022-2023). A total of 164 questionnaires were administered, however, the researcher obtained responses from 123 respondents. This translated to a response rate of 75% and was adequate since it was representative of the target population. Cooper and Schindler (2014) posit that a reply degree of at least 70% is considered good for statistical analysis and inferences. This is depicted in Table 4.1 below.

**Table 4.1 Response Rate**

Category	Frequency	Percentage
Returned Questionnaire	123	75%
Not Returned Questionnaire	41	25%
<b>Total</b>	<b>164</b>	<b>100%</b>

**Source: Researcher (2023)**

### 4.3 General Information

The study examined the general information of the research respondents by determining their gender, age profile, educational attainment and length of service.

### 4.3.1 Gender Versus Age of Respondents

The researcher aimed at determining the relationship between gender and the age of respondents. The results are displayed in Table 4.2 below.

**Table 4.2 Gender Versus Age of Respondents**

<b>Gender</b>	<b>Total</b>	<b>20-30 Years</b>	<b>31-40 Years</b>	<b>41-50 Years</b>	<b>51-60 Years</b>	<b>61 and above</b>
Male	37 (30%)	5 (24%)	17 (33%)	5 (22%)	10 (38%)	0 (0%)
Female	86 (70%)	16 (76%)	35 (67%)	18 (78%)	16 (62%)	1 (100%)
<b>Total</b>	<b>123</b>	<b>21</b>	<b>52</b>	<b>23</b>	<b>26</b>	<b>1</b>

**Source: Researcher (2023)**

The majority of the respondents, 52, were between the ages 31-40. Among these, 33% were males and 67% were females. These were followed by the respondents between the ages 51-60 years, who were 26 in number, with 62% being female and 38% being male. Of the other age groups 41-50 years had 78% females and 22% males, 20-30 years had 76% females and 24% males and 60 years above had only one respondent, and she was female. Overall, the majority of the respondents were females, being 86 in number, and males, being 37 in number. This indicates an imbalance of gender at Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector as females account for 70% of managers in charge of marketing, sales, production and distribution and finance. Further, majority of the respondents were between 31 and 40 years old, which reveals that the managers in charge of marketing, sales, production and distribution and finance at Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sectors are experienced by virtue of their age and in a better position to understand the influence of digital promotional strategies on marketing performance.

### 4.3.2 Level of Education

The results of the research are shown in Table 4.3 below:

**Table 4.3 Education vs. Gender of Respondents**

	<b>Male</b>	<b>Female</b>	<b>Total</b>
What is your highest level of education?	<b>N=37</b>	<b>N=86</b>	<b>N=123</b>
Undergraduate degree	16 (43%)	60 (70%)	76 (62%)
Master’s degree	21 (57%)	26 (30%)	47 (38%)

**Source: Researcher (2023)**

The results of the study indicate that 62% of the respondents have attained at least an undergraduate degree. This shows that senior managers in marketing, sales, finance, production and distribution, at Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector, have a higher educational qualification, inferring their intellectual capacity to understand the influence of digital promotional strategies on marketing performance.

**4.3.3 Length of Work vs. Department**

The research also sought to find out the departments that had the longest tenured employees in the organisation in terms of the period of time accrued at the company. The results are displayed in Table 4.4 below:

**Table 4.4 Length of Work vs. Department**

Department	Total	How long have you been working at this institution?				
		Less than a year	1-5 years	6-10 years	11-15 years	15-20 years
		N=15 (12%)	N=69 (56%)	N=23 (19%)	N=10 (8%)	N=6 (5%)
Marketing and Sales	114 (93%)	15 (100%)	66 (96%)	19 (83%)	9 (90%)	5 (83%)
Finance	23 (19%)	1 (7%)	4 (6%)	11 (48%)	4 (40%)	3 (50%)

Production and Distribution	59 (48%)	10 (67%)	33 (48%)	11 (48%)	3 (30%)	2 (33%)
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**Source: Researcher (2023)**

From the findings in Table 4.4, 56% of the respondents had worked in the company for a period of 1-5 years, while 19% had worked between 6-10 years, 12% had worked with the company for less than a year, while those who had worked between 11-15 years represented 8% of the respondents. Only 5% of the respondents had worked between 16-20 years in the same company.

Of the respondents, 93% had worked in marketing and sales over the duration of tenure of their employment at the company, followed by 48% of respondents in the production and distribution departments, and 19% in the finance department. The cumulative percentage of respondents across departments comes to 160% despite there only being 123 respondents. This is not an error in the data analysis, but rather, owing to the variation in size of the companies in the study, the researcher found that in smaller FMCG manufacturers, management positions often overlapped - with the same respondent covering responsibilities in more than one department. This unique quality of the respondents further bolstered the research quality as due to their cross-departmental experience, such respondents would be better placed to understand how digital promotional strategies influence marketing performance.

The findings indicate that every department was well represented in the study. Further, the study shows that 1 in 2 of the respondents had an aggregate of over 5 years work experience within the company, and each department had respondents with over 10 years' experience, implying that the selection of respondents have adequate information to respond knowledgeably to the research questions.

**4.4 Descriptive Statistics**

In this section, the study used descriptive statistics, which include frequencies, percentages, mean, range and standard deviation. The evaluation of mean was done in accordance to Aggresti (2009) who indicated that a mean of 1.00 to 2.49 is evaluated to be very weak, 2.50 to 3.49 weak, 3.50 to 4.49 Strong and 4.50 to 5.00 Very Strong. For standard deviation, value greater than 0.5 was

evaluated to indicate homogeneity and a standard deviation less than 0.5 indicates heterogeneity of data. Heterogeneity in a study means that there were varied results from the sample. It shows a high diversity among the individuals in the sample of study (Lorenc et al., 2016). On the other hand, if the data is homogeneous, then it means that the respondents had a similar understanding of the question and they gave similar responses (Lorenc et al., 2016).

Where statements received the exact same mean, a t-test was used. A t-test is an inferential statistic used to determine if there is a statistically significant difference between the means of two variables. The t-test is a test used for hypothesis testing and assumes a null hypothesis that the two means are equal. The resultant p-value indicates how likely the data observed, is to have occurred under the null hypothesis. If the p-value is below the threshold of significance (typically  $p < 0.05$ ), then the null hypothesis that the two means are equal is rejected.

#### 4.4.1 Social Media Marketing and Marketing Performance

The study aimed at finding out how social media marketing influenced marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Table 4.5 shows the obtained results.

**Table 4.5 Social Media Marketing and Marketing Performance**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Social media marketing has increased customer engagement and loyalty	123	4.02	1.07
Social media marketing has led to increased sales and lead generation	123	4.22	0.91
Social media marketing is a more cost-effective platform for marketing compared to other strategies	123	4.34	0.85
Social media marketing has enabled access to new markets and customers	123	4.42	0.68
Social media marketing has led to increased brand recognition and awareness	123	4.43	0.64
<b>Overall Scores</b>		<b>4.29</b>	<b>0.47</b>

**Source: Researcher (2023)**

The findings from the study, as portrayed in Table 4.5 reveal that majority of the respondents agreed to the statements relating to social media marketing and marketing performance. The two statements that had the highest mean score were: “social media marketing has led to increased brand recognition and awareness” and “social media marketing has enabled access to new markets and customers” with a mean value of 4.43 and 4.42, respectively.

Respondents agreed to the following statements but their responses had a lower mean than did the aforementioned ones: “social media marketing is a more cost-effective platform for marketing compared to other strategies” and “social media marketing has led to increased sales and lead generation” each with a mean value of 4.34 and 4.22 respectively. The statement with the lowest mean of value 4.02 was “social media marketing has increased customer engagement and loyalty”. Based on the overall average score of 4.29 it can be concluded that managers in charge of marketing, sales, production, distribution and finance at Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector, strongly agreed that social media marketing positively influences marketing performance.

#### 4.4.2 Search Engine Optimisation and Marketing Performance

The study also aimed at finding out whether Search Engine Optimisation (SEO) positively influenced the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. The results are displayed in Table 4.6 below:

**Table 4.6 Search Engine Optimisation and Marketing Performance**

	N	Mean	Standard Deviation
SEO has increased the number of unique visitors to our website	123	3.40	0.90
SEO has increased the number of clicks on our adverts	123	3.72	0.80
SEO has enabled access to new markets and customers	123	3.67	0.87
SEO has a positive return on investment and is efficient	123	3.40	1.09
SEO has increased our sales volumes	123	3.22	1.01

<b>Overall Scores</b>		3.48	0.58
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**Source: Researcher (2023)**

The findings from the study, as portrayed in Table 4.6 reveal that on average, the respondents were neutral to the statements relating to the influence of search engine optimisation on marketing performance with an overall average score of 3.48. The respondents agreed least with the statement that “SEO has increased our sales volumes” with a mean score of 3.22. By contrast, the statement, “SEO has increased the number of clicks on our adverts” had the highest mean value of 3.72 followed by the statement, “SEO has enabled access to new markets and customers” with a mean value of 3.67. While the statements “SEO has increased the number of unique visitors to our website” and “SEO has a positive return on investment and is efficient”, both had the same mean of 3.40, the standard deviation of the former was 0.90 while that of the latter was 1.01. This indicates that there was a greater variation in responses to the statement “SEO has a positive return on investment and is efficient” than there was in responses to the statement “SEO has increased the number of unique visitors to our website”. Generally, given that the Search Engine Optimisation (SEO) metric has an average mean of 3.48, it can be concluded that it positively influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector.

**4.4.3 Content Marketing and Marketing Performance**

The study looked at how content marketing influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Table 4.7 below indicates the results.

**Table 4.7 Content Marketing and Marketing Performance**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Content marketing has created a perception of value and competitive advantage to our customers	123	3.67	0.86
Content marketing helps in customer retention and loyalty	123	3.56	0.94

Promotions done through content marketing result in an increase in sales	123	3.63	0.83
Content marketing has led to an increased interest in new and existing products	123	3.47	0.89
Marketing expenditures on content marketing lead to an increase in profit margins	123	3.28	1.01
<b>Overall Scores</b>		<b>3.52</b>	<b>0.59</b>

**Source: Researcher (2023)**

Table 4.7 indicates the findings of the influence of content marketing on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. The overall average score was 3.52 indicating a neutral sentiment on the influence of content marketing on marketing performance. The statement “content marketing has created a perception of value and competitive advantage to our customers” had the highest mean value of 3.67, followed by the statement “promotions done through content marketing result in an increase in sales”, which had a mean score of 3.63.

The statements “content marketing helps in customer retention and loyalty” and “content marketing has led to an increased interest in new and existing products” received a mean score of 3.56 and 3.47 each, straddling the average score of 3.52 indicating that on average, the respondents were neutral to these statements as pertains to the influence of content marketing on marketing performance. The statement with the lowest mean and the greatest variation in responses was, “marketing expenditures on content marketing lead to an increase in profit margins” indicating that respondents had a heterogeneous view on the statement. Generally, given that the content marketing metric has an average mean of 3.52, it can be concluded that it positively influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector.

**4.4.4 Influencer Marketing and Marketing Performance**

The study looked at how influencer marketing influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Table 4.8 indicates the descriptive findings from the study.

**Table 4.8 Influencer Marketing and Marketing Performance**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Influencer marketing has led to product awareness, trial and eventually repeat purchase	123	4.33	0.81
Influencer marketing has led to efficient marketing cost per unit sold	123	4.16	0.84
Promotions done in partnership with influencers result in an increase in sales	123	3.72	0.84
Influencer marketing has enabled access to new markets and customers	123	4.09	0.86
Influencer marketing has led to increased brand recognition and knowledge	123	4.09	0.86
<b>Overall Scores</b>		<b>4.08</b>	<b>0.47</b>

**Source: Researcher (2023)**

Table 4.8 indicates that of all statements pertaining to influencer marketing, one statement received the lowest mean score, with responses indicating a neutral sentiment, as compared to the other four statements which indicated agreement. The statement with the lowest mean score of 3.72 was “promotions done in partnership with influencers result in an increase in sales”. By contrast, the statements that received the highest mean scores were: “influencer marketing has led to product awareness, trial and eventually repeat purchase” and “influencer marketing has led to efficient marketing cost per unit sold” with a mean score of 4.33 and 4.16 respectively. Two statements had the same mean, 4.09, and standard deviation, 0.86, namely: “influencer marketing has enabled access to new markets and customers” and “influencer marketing has led to an increased brand recognition and knowledge”. Generally, given that the influencer marketing variable has an average mean of 4.08, it can be concluded that it positively influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector.

#### 4.4.5 Mobile Marketing and Marketing Performance

The study looked at how mobile marketing influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Table 4.9 indicates the descriptive findings from the study.

**Table 4.9 Mobile Marketing and Marketing Performance**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
Promotions sent through mobile marketing lead to an increase in sales	123	3.61	1.18
Mobile marketing is an efficient tool for brand exposure and awareness	123	3.53	1.03
Mobile marketing has improved customer engagement with the company	123	3.49	0.87
Mobile marketing has led to an increased customer base and loyalty	123	3.37	0.92
Mobile marketing has led to efficient marketing cost per unit sold	123	3.15	0.96
<b>Overall Scores:</b>		<b>3.43</b>	<b>0.65</b>

**Source: Researcher (2023)**

Table 4.9 indicates the findings of the influence of mobile marketing on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. The overall average score was 3.43 indicating a neutral sentiment on the influence of mobile marketing on marketing performance. The statement with the highest mean score of 3.61 was “promotions sent through mobile marketing lead to an increase in sales” although it was simultaneously the statement with the highest standard deviation, indicating that there was heterogeneity in responses received from the survey respondents. The statement with the second highest mean score was “mobile marketing is an efficient tool for brand exposure and awareness” with a mean of 3.53. The statement with the third highest mean score was “mobile marketing has increased customer engagement with the company” with a mean score of 3.49. The statement with the second lowest mean score was “mobile marketing has led to an increased customer base and

loyalty” with a mean score of 3.37. The statement with the lowest mean score was “mobile marketing has led to an efficient marketing cost per unit sold” at 3.15, indicating that this was the statement that the respondents least agreed with as pertains to the influence of mobile marketing on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Generally, given that the mobile marketing (SMS, MMS and mobile app alerts) variable has an overall average mean of of 3.43, it can be concluded that it positively influences the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector.

#### 4.4.6 Marketing Performance

The dependent variable of the research was the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. The findings are shown in Table 4.10 below:

**Table 4.10 Marketing Performance**

	<b>N</b>	<b>Mean</b>	<b>Standard Deviation</b>
<b>Customer Metrics</b>			
Digital promotional strategies have grown a new customer base for your products.	123	3.84	0.91
Digital promotional strategies have pushed prospective customers from awareness of your products to trial and purchase.	123	4.04	0.76
Digital promotional strategies have contributed to a perception amongst your customers that your products offer value above the competitors’ products.	123	3.80	0.82
<b>Overall Scores:</b>		<b>3.89</b>	<b>0.63</b>
<b>Sales Turnover Metrics</b>			
Digital promotional strategies have led to an increase in sales turnover.	123	3.85	0.87
Digital promotional strategies have lowered the marketing cost per unit sold.	123	3.98	1.09
Digital promotional strategies have created a new channel of distribution via e-commerce sales.	123	3.37	1.24

<b>Overall Scores:</b>		<b>3.73</b>	<b>0.63</b>
<b>Cash Flow Metrics</b>			
Digital promotional strategies have resulted in improved profit margins.	123	3.57	0.83
Digital promotional strategies have a short term and immediate impact on improving business cash flows.	123	3.76	0.78
Digital promotional strategies have clear return on investment (ROI) metrics that measure the profits expected from a given marketing spend investment.	123	3.69	0.97
<b>Overall Scores:</b>		<b>3.67</b>	<b>0.59</b>
<b>Brand Metrics</b>			
Digital promotional strategies have created brand equity for your products by pushing a positive brand sentiment	123	4.15	0.79
Digital promotional strategies have led to preference in category and prompted brand recall	123	4.20	0.80
Digital promotional strategies have increased your brands' share of voice	123	4.11	0.94
<b>Overall Scores:</b>		<b>4.15</b>	<b>0.59</b>
<b>Marketing Performance metric (Overall Scores)</b>	<b>123</b>	<b>3.86</b>	<b>0.45</b>

**Source: Researcher (2023)**

Table 4.10 shows the overall average score of 3.86 for statements pertaining to the influence of digital promotional strategies on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. This indicates that the respondents positively agreed with the survey statements. Within marketing performance, statements pertaining to brand metrics achieved the highest mean score of 4.15 insinuating that digital promotional strategies that most influenced marketing performance were those that shaped the customer mindset and brand knowledge, and in turn influenced both the perceptual health of the brand from the customer perspective and the overall financial health of the brand. The second highest mean score of 3.89 resulted from statements pertaining to customer metrics, suggesting that respondents agreed that digital promotional strategies influenced marketing performance by prompting prospects to become customers via the funnel of awareness to preference to trial and finally repeat purchase. Statements pertaining to unit metrics achieved a mean score of 3.73

indicating that respondents agreed that digital promotional strategies influenced marketing performance by increasing sales turnover, lowering the marketing cost per unit sold and creating a new channel of distribution via e-commerce sales. However, at 3.7 the mean of unit metrics was lower than that of brand metrics, at 4.15, and customer metrics, at 3.89, the survey indicates that respondents agreed that the influence of digital promotional strategies on marketing performance is stronger on brand and customer metrics, and that it is on unit metrics. The measure of marketing performance that received the lowest mean score was cash flow metrics, at 3.67, indicating that of all measures of marketing performance, survey respondents were most neutral to statements pertaining to the influence of digital promotional strategies on unit metrics as a measure of marketing performance. This in turn implied that digital promotional strategies had the least influence on how well marketing expenditures achieved short-term returns by measure of program and campaign ROI.

**Table 4.11 Summary of Descriptive Statistics**

<b>Area Of Focus</b>	<b>Item Description</b>	<b>N</b>	<b>Mean Score</b>	<b>Standard Deviation</b>
<b>Digital Promotional Strategies</b>	Social media marketing	123	4.29	0.47
	Search engine optimisation	123	3.48	0.58
	Content marketing	123	3.52	0.59
	Influencer Marketing	123	4.08	0.47
	Mobile Marketing	123	3.43	0.65
<b>Overall Scores</b>			<b>3.76</b>	<b>0.31</b>
<b>Marketing Performance</b>			<b>3.86</b>	<b>0.45</b>

**Source: Researcher (2023)**

From the scores in Table 4.11, social media marketing had the highest mean value of 4.29 signifying respondents strongly agreed to statements that it influences marketing performance. As such, social media marketing as a service that facilitates the development of social networks online by connecting a profile with those of other individuals and/or groups, such as Facebook, Instagram, YouTube and TikTok, influences marketing performance. Influencer marketing had the second

highest mean value of 4.08 indicating that respondents agreed that the strategy by which firms select and incentivise online influencers to engage their followers on social media in an attempt to promote the firms' offerings, influenced marketing performance.

Content marketing and search engine optimisation had a mean value of 3.52 and 3.48 respectively. This meant that the majority of the respondents were neutral about the effect of these variables on marketing performance. However, given that these means were close to the mark of agreeing, it means that there were also a number of respondents that agreed to the propositions in these variables. Worth noting is that mobile marketing had the lowest mean value of 3.43, indicating that on average, respondents were neutral to its influence on marketing performance. This is neutral outcome is likely due to the fact that the mobile marketing metric had the largest range (max-min), suggesting a greater variability in the distribution of the scores which would also result in greater variability in the dependent variable.

#### **4.5 Inferential Statistics**

The study sought to find out how the digital promotional strategies related to marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi County. To determine how the study variable related and to what extent, a correlation analysis was carried out and the findings presented in Table 4.12 below. Correlation analysis is key in determining prevalence and relationships among variables, and to forecast events from current data and knowledge (Curtis et al., 2016).

##### **4.5.1 Correlation Analysis**

The correlation or correlation coefficient is a commonly used index that determines the strength of the linear association between two sets of scores. This study employed the use of Pearson's correlation coefficient to assess the strength and direction of the linear association between two continuous variables as from initial checks for normality, the data appeared to suggest that independent and dependent variables follow a normal distribution or indicate very mild violations of the normality assumption. Pearson's correlation is most appropriate in these circumstances. The study sought to find out how digital promotional strategies as independent variables related to marketing performance as a dependent variable. To determine how the independent variable

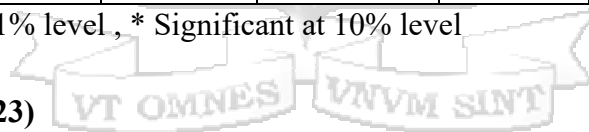
related to the dependent variable and to what extent, a correlation analysis was carried out and the findings presented in Table 4.12 below.

**Table 4.12 Correlation of independent and dependent variables**

	Social media marketing	Content marketing	Search engine optimization (SEO)	Influencer marketing	Mobile marketing	Marketing performance
Social media marketing	1					
Content marketing	0.039	1				
Search engine optimization (SEO)	0.13	0.380***	1			
Influencer marketing	0.221*	0.101	0.11	1		
Mobile marketing	0.066	0.180*	0.068	0.099	1	
Marketing performance	0.088	0.079	0.019	0.1	0.303***	1
Observations	123					

Notes: \*\*\*Significant at 1% level, \* Significant at 10% level

Source: Researcher (2023)



From the findings in Table 4.12 there was a strong positive correlation between mobile marketing and marketing performance with the correlation coefficient of 0.303 at the 1% significance level, meaning those respondents who rated mobile marketing highly on the likert scale were also likely to highly rate statements pertaining to marketing performance. The weakest positive correlation was between search engine optimisation and marketing performance with the correlation coefficient of 0.019 meaning that search engine optimisation does not have a significant influence on marketing performance when used as a digital promotional strategy on its own.

Worth noting from the correlation analysis is that respondents who rated influencer marketing highly on the likert scale, were also likely to rate social media marketing highly as is indicated by

the strong positive correlation coefficient of 0.221 with significance at the 10% level. Also worth noting is that respondents who rated search engine optimisation and mobile marketing highly on the likert scale were also likely to rate content marketing highly as is shown by the strong positive correlation coefficient of 0.380 at 1% significance level, and 0.180 at the 10% significance level, respectively.

#### 4.6 Regression Analysis

In this study, social media marketing, content marketing, search engine optimisation, influencer marketing and mobile marketing were the independent variables and marketing performance was the dependent variable in the regression model. The multiple regression analysis was used to analyse the relationship between a single dependent variable; marketing performance and several independent (predictor) variables. From the results of the simple regression shown in each of the tables below, the researcher developed regression equations for each objective and a model equation for the multiple regression model. As the researcher carried out a fitted regression, the value of the error term in each linear regression was unknown, as an error term depends on X values and Y values. As such, by using a fitted regression the resulting regression equation captured values for the constant and the standardised regression coefficient. By extension, the resultant multiple regression equation also did not have a value for the error term, as the overall average of all errors would be zero, it also thus captured values for the constant and the standardised regression coefficient. The results of the study are as below.

##### 4.6.1 Social Media Marketing and Marketing Performance

The researcher sought to find out how social media marketing influences marketing performance. The results are displayed in table 4.13 below.

**Table 4.13 Regression Analysis for Social Media Marketing and Marketing Performance**

<b>Model Summary</b>				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.08775 <sup>a</sup>	0.0077	-0.0005	0.44826
a. Predictors: (Constant), Social Media Marketing				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.188	1	0.188	0.94	0.3354
	Residual	24.314	121	0.201		
	Total	24.502	122			
a. Dependent Variable: Marketing Performance						
b. Predictors: (Constant), Social Media Marketing						
Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.501	0.376		9.31	0.3354
	Social Media Marketing	0.084	0.087	0.088	0.97	0.3354
a. Dependent Variable: Marketing Performance						

**Source: Researcher (2023)**

Table 4.13 demonstrates a direct relationship between the dependent (marketing performance) and independent variable (social media marketing). The results indicate a weak correlation of determination between social media marketing and marketing performance ( $R=0.08775$ ). Further, as R Square is given as 0.0077, this implies that only 0.77% of the variability in marketing performance is explained by the variability in social media marketing, leaving 99.23% as explained by other factors.

The significance of the regression model was tested using Analysis of Variance (ANOVA).  $F=0.94$ , and  $p=0.3354$  which is greater than 0.05 thus the model is not statistically significant in predicting how social media marketing influences the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi, Kenya. Given that  $p>0.05$ , the model is not significant at 95% confidence level and this means that variability in responses on social media marketing on its own does not explain variability in marketing performance.

Social media marketing had an unstandardised coefficient of 0.087 and  $p$ -value  $> 0.05$ . This means that the relationship is not significant at the 5% level. The unstandardized coefficients indicate the

corresponding change in the dependent variable when a change of one unit is affected in the independent variable. Thus, a one unit increase in the social media marketing ratings is associated with a 0.087 unit increase in the marketing performance ratings. Therefore, the regression equation is:

$$\hat{Y}_i = \widehat{constant} + \hat{\beta}X_i + \mathcal{E}$$

$$\hat{Y}_i = 3.501 + 0.087X_i + 0.376$$

Where:

$\hat{Y}_i$  – Marketing Performance (Dependent Variable)

$X_i$  - Social Media Marketing (Independent Variable)

#### 4.6.2 Search Engine Optimisation and Marketing Performance

The researcher sought to find out how search engine optimisation influences marketing performance. The results are displayed in table 4.14 below.

**Table 4.14 Regression Analysis for Search Engine Optimisation and Marketing Performance**

Model Summary						
Model	R <sup>a</sup>	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.019	0.0004	-0.0079	0.44991		
a. Predictors: (Constant), Search Engine Optimisation						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.009	1	0.009	0.04	0.8367
	Residual	24.493	121	0.202		
	Total	24.502	122			
a. Dependent Variable: Marketing Performance						
b. Predictors: (Constant), Search Engine Optimisation						
Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error			

	(Constant)	3.812	0.249		15.28	0.8367
1	Search Engine Optimisation	0.015	0.071	0.188	0.21	0.8367
a. Dependent Variable: Marketing Performance						

**Source: Researcher (2023)**

Table 4.14 demonstrates a direct relationship between the dependent (marketing performance) and independent variable (search engine optimisation). The results indicate a weak correlation of determination between search engine optimisation and marketing performance (R=0.019). Further, as R Square=0.0004, this implies that only 0.04% of the variability in marketing performance is explained by the variability in search engine optimisation, leaving 99.96% as explained by other factors.

The significance of the regression model was tested using Analysis of Variance (ANOVA). F=0.04, and p=0.8367 which is greater than 0.05 thus the model is not statistically significant in predicting how search engine optimisation influences the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi, Kenya. Given that p>0.05, the model is not significant at 95% confidence level and this means that variability in responses on search engine optimisation on its own does not explain variability in marketing performance.

Search engine optimisation had an unstandardised coefficient of 0.019 and p-value > 0.05. This means that the relationship is not significant at the 5% level. The unstandardized coefficients indicate the corresponding change in the dependent variable when a change of one unit is affected in the independent variable. Thus, a one unit increase in the search engine optimisation ratings is associated with a 0.019 unit increase in the marketing performance ratings. Therefore, the regression equation is:

$$\widehat{Y}_{ii} = \widehat{constant} + \widehat{\beta}X_{ii} + \mathcal{E}$$

$$\widehat{Y}_{ii} = 3.812 + 0.019X_{ii} + 0.249$$

Where:

$\widehat{Y}_{ii}$  – Marketing Performance (Dependent Variable)

$X_{ii}$ - Search Engine Optimisation (Independent Variable)

#### 4.6.3 Content Marketing and Marketing Performance

The researcher sought to find out how content marketing influences marketing performance. The results are displayed in table 4.15 below.

**Table 4.15 Regression Analysis for Content Marketing and Marketing Performance**

Model Summary						
Model	R <sup>a</sup>	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.0794	0.0063	-0.0019	0.44848		
a. Predictors: (Constant), Content Marketing						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.154	1	0.154	0.76	0.3836
	Residual	24.348	121	0.201		
	Total	24.502	122			
a. Dependent Variable: Marketing Performance						
b. Predictors: (Constant), Content Marketing						
Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.650	0.248		14.74	0.3836
	Content Marketing	0.061	0.694	0.079	0.87	0.3836
a. Dependent Variable: Marketing Performance						

**Source: Researcher (2023)**

Table 4.15 demonstrates a direct relationship between the dependent (marketing performance) and independent variable (content marketing). The results indicate a weak correlation of determination between content marketing and marketing performance ( $R=0.0794$ ). Further as  $R\text{ Square}=0.0063$ ,

this implies that only 0.63% of the variability in marketing performance is explained by the variability in content marketing, leaving 99.37% as explained by other factors.

The significance of the regression model was tested using Analysis of Variance (ANOVA).  $F=0.76$ , and  $p=0.3836$  which is greater than 0.05 thus the model is not statistically significant in predicting how content marketing influences the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi, Kenya. Given that  $p>0.05$ , the model is not significant at 95% confidence level and this means that variability in responses on content marketing on its own does not explain variability in marketing performance.

Content marketing had an unstandardised coefficient of 0.079 and  $p\text{-value} > 0.05$ . This means that the relationship is not significant at the 5% level. The unstandardised coefficients indicate the corresponding change in the dependent variable when a change of one unit is affected in the independent variable. Thus, a one unit increase in the content marketing ratings is associated with a 0.079 unit increase in the marketing performance ratings. Therefore, the regression equation is:

$$\widehat{Y}_{iii} = \text{constant} + \beta X_{iii} + \epsilon$$

$$\widehat{Y}_{iii} = 3.650 + 0.079X_{iii} + 0.248$$

Where:

$\widehat{Y}_{iii}$  - Marketing Performance (Dependent Variable)

$X_{iii}$  - Content Marketing (Independent Variable)

#### 4.6.4 Influencer Marketing and Marketing Performance

The researcher sought to find out how influencer marketing influences marketing performance. The results are displayed in table 4.16 below.

**Table 4.16 Regression Analysis for Influencer Marketing and Marketing Performance**

<b>Model Summary</b>
----------------------

Model	R <sup>a</sup>	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.1	0.01	0.0018	0.44773		
a. Predictors: (Constant), Influencer Marketing						
<b>ANOVA<sup>a</sup></b>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.245	1	0.245	1.22	0.2708
	Residual	24.256	121	0.200		
	Total	24.502	122			
a. Dependent Variable: Marketing Performance						
b. Predictors: (Constant), Influencer Marketing						
<b>Coefficients<sup>a</sup></b>						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.478	0.351		9.92	0.2708
	Influencer Marketing	0.094	0.085	0.100	1.11	0.2708
a. Dependent Variable: Marketing Performance						

**Source: Researcher (2023)**

Table 4.16 demonstrates a direct relationship between the dependent (marketing performance) and independent variable (influencer marketing). The results indicate a weak correlation of determination between influencer marketing and marketing performance ( $R=0.1$ ). Further as  $R\text{ Square}=0.01$ , this implies that only 1% of the variability in marketing performance is explained by the variability in influencer marketing, leaving 99% as explained by other factors.

The significance of the regression model was tested using Analysis of Variance (ANOVA).  $F=1.22$ , and  $p=0.2708$  which is greater than 0.05 thus the model is not statistically significant in predicting how influencer marketing influences the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi, Kenya. Given that  $p>0.05$ , the model is not significant at 95% confidence level and this means that variability in responses on influencer marketing on its own does not explain variability in marketing performance.

Influencer marketing had an unstandardised coefficient of 0.100 and p-value > 0.05. This means that the relationship is not significant at the 5% level. The unstandardized coefficients indicate the corresponding change in the dependent variable when a change of one unit is affected in the independent variable. Thus, a one unit increase in the influencer marketing ratings is associated with a 0.1 unit increase in the marketing performance ratings. Therefore, the regression equation is:

$$\widehat{Y}_{iv} = \widehat{constant} + \widehat{\beta}X_{iv} + \epsilon$$

$$\widehat{Y}_{iv} = 3.478 + 0.100X_{iv} + 0.351$$

Where:

$\widehat{Y}_{iv}$  – Marketing Performance (Dependent Variable)

$X_{iv}$  – Influencer Marketing (Independent Variable)

#### 4.6.5 Mobile Marketing and Marketing Performance

The researcher sought to find out how mobile marketing influences marketing performance. The results are displayed in table 4.17 below.

**Table 4.17 Regression Analysis for Mobile Marketing and Marketing Performance**

Model Summary						
Model	R <sup>a</sup>	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.3027	0.0916	0.0841	0.42889		
a. Predictors: (Constant), Mobile Marketing						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.245	1	2.245	12.2	0.0007
	Residual	22.257	121	0.184		
	Total	24.502	122			
a. Dependent Variable: Marketing Performance						
b. Predictors: (Constant), Mobile Marketing						
Coefficients <sup>a</sup>						

Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.15213	0.2071801		15.21	0.0007
	Mobile Marketing	0.2073369	0.0593535	0.3026729	3.49	0.0007

a. Dependent Variable: Marketing Performance

**Source: Researcher (2023)**

Table 4.17 demonstrates a direct relationship between the dependent (marketing performance) and independent variable (mobile marketing). The results indicate a weak correlation of determination between mobile marketing and marketing performance ( $R=0.3027$ ). Further, as  $R\text{ Square}=0.0916$ , this implies that only 9.16% of the variability in marketing performance is explained by the variability in influencer marketing, leaving 90.84% explained by other factors.

The significance of the regression model was tested using Analysis of Variance (ANOVA).  $F=12.2$ , and  $p=0.0007$  which is less than 0.05 thus the model is statistically significant in predicting how mobile marketing influences the marketing performance of FMCG manufacturers in the beauty and personal care sector in Kenya. Given that  $p<0.05$ , the model is significant at 95% confidence level and this means that variability in responses on mobile marketing explain variability in marketing performance.

In the case of this model, the coefficient of 0.207 is significant at 5% level. Thus, a 1 unit increase in ratings for mobile marketing is associated with a 0.207 increase in marketing performance and this relationship is statistically significant at 5%. Given that the average marketing performance in this analysis sample was 3.863, the 0.207-unit increase corresponds to a 5.36% (i.e.,  $\left[\left(\frac{0.207}{3.863}\right) \times 100 = 5.36\%\right]$  overall increase.

Therefore, the regression equation is:

$$\widehat{Y}_v = \widehat{constant} + \widehat{\beta}X_v + \mathcal{E}$$

where:

$$\widehat{Y}_v = 3.152 + 0.207X_v + 0.207$$

Where:

$\widehat{Y}_v$  – Marketing Performance (Dependent Variable)

$X_v$  – Mobile Marketing (Independent Variable)

#### 4.6.6 Digital Promotional Strategies and Marketing Performance

The researcher sought to find out how digital promotional strategies influence marketing performance. The results are displayed in table 4.18 below.

**Table 4.18 Multiple regression analysis estimates for digital promotional strategies and marketing performance**

Model Summary						
Model	R <sup>a</sup>	R Square	Adjusted R Square	Std. Error of the Estimate		
1	0.3169	0.1004	0.0619	0.43405		
a. Predictors: (Constant), Social Media Marketing, Search Engine Optimisation, Content Marketing, Influencer Marketing, Mobile Marketing						
ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2.459	5	0.492	2.61	0.0282
	Residual	22.042	117	0.188		
	Total	24.502				
a. Dependent Variable: Marketing Performance						
b. Predictors: (Constant), Social Media Marketing, Search Engine Optimisation, Content Marketing, Influencer Marketing, Mobile Marketing						
Coefficients <sup>a</sup>						
Model		Unstandardised Coefficients		Standardised Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.711	0.519		5.22	
	Social Media Marketing	0.056	0.087	0.058	0.64	0.335

	Search Engine Optimisation	-0.020	0.074	-0.026	-0.27	0.837
	Content Marketing	0.022	0.074	0.029	0.3	0.384
	Influencer Marketing	0.055	0.086	0.058	0.64	0.271
	Mobile Marketing	0.198	0.061	0.290	3.23	0.001
a. Dependent Variable: Marketing Performance						

**Source: Researcher (2023)**

Table 4.18 demonstrates a direct relationship between the dependent (marketing performance) and independent variables (digital promotional strategies). The results indicate a weak correlation of determination between digital promotional strategies and marketing performance ( $R=0.3169$ ). Further, as  $R\text{ Square}=0.01004$ , this implies that only 1% of the variability in marketing performance is explained by the variability in digital promotional strategies, leaving 99% as explained by other factors.

The significance of the regression model was tested using Analysis of Variance (ANOVA).  $F=2.61$ , and  $p=0.0282$  which is less than 0.05 thus the model is statistically significant in predicting how digital promotional strategies influence the marketing performance of FMCG manufacturers in the beauty and personal care sector in Kenya. Given that  $p<0.05$ , the model is significant at 95% confidence level and the variables in the equation are important. This means that the regression model can effectively be used to predict the influence of digital promotional strategies on marketing performance.

Table 4.18 indicates the regression weights of all five digital promotional strategies. The researcher used unstandardised coefficients because they are intuitive to interpret and understand and also, they are preferable for use in calculations and analysis (Siegel, 2016). The table indicates that mobile marketing is the only independent variable that is highly significantly associated with marketing performance with a coefficient of 0.198 at the 5% significance level. The 0.198 unit increase represents a 5.12% increase in marketing performance, following a one unit increase in mobile marketing metric after controlling for social media marketing metric, content marketing

metric, search engine optimization metric, and influencer marketing metric. The overall results indicate that digital promotional strategies explain 10% variability in the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector as indicated by the regression summary. The results indicate that improving social media marketing, search engine optimisation, content marketing, influencer marketing and mobile marketing can lead to a positive increase in the marketing performance of the firms.

The unstandardised coefficients indicate the corresponding change in the dependent variable when a change of one unit is affected in the independent variable. Thus, a 1 unit increase in social media marketing metric will lead to a 0.056 change in marketing performance; a 1 unit increase in search engine optimisation will cause a 0.020 decline in marketing performance, a 1 unit improvement in content marketing will result in a 0.022 unit increase in marketing performance, a 1 unit increase in influencer marketing rating will result in a 0.055 change in marketing performance and a 1 unit increase in mobile marketing metric would cause a 0.198 improvement in marketing performance.

Therefore the multiple regression model is given as below:

$$\widehat{Y} = \widehat{constant} + \widehat{\beta}X_i + \widehat{\beta}X_{ii} + \widehat{\beta}X_{iii} + \widehat{\beta}X_{iv} + \widehat{\beta}X_v + \mathcal{E}$$

$$\widehat{Y} = 2.711 + 0.056X_i - 0.020X_{ii} + 0.022X_{iii} + 0.055X_{iv} + 0.198X_v + 0.519$$

Where:

Y = Marketing Performance,

$\mathcal{E}$  = Error Term, and

$X_i + X_{ii} + X_{iii} + X_{iv} + X_v$  are the standardised co-efficients of:

Social Media Platforms ( $X_i$ )

Search Engine Optimisation ( $X_{ii}$ )

Content Marketing ( $X_{iii}$ )

Influencer Marketing ( $X_{iv}$ )

Mobile Marketing ( $X_v$ )

#### 4.7 Chapter Summary

The main aim of this study was to establish the influence of digital promotional strategies on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. This chapter focused on the presentation of the research findings. This chapter presented the response rate of the research, background information of the respondents and results obtained from the data collected including descriptive statistics, regression analysis and correlation. The means and standard deviations of every variable were also included. The chapter has explained the results and findings of the study which are displayed on tables with detailed explanations under each table.



## CHAPTER FIVE

### DISCUSSION, CONCLUSION AND RECOMMENDATIONS

#### 5.1 Introduction

Chapter five of the research focuses on the summary, discussion and conclusions drawn from the research. The chapter was presented in line with the variables of the research. Further, the study presents recommendations on further studies on this topic to help fill in the gaps left out as a result of the scope limitations of this study.

#### 5.2 Demographic Profile

Gender is an important aspect of culture not only in organisations but also in societies (Wood and Eagly, 2012). Gender demonstrates differences in personalities thereby contributing to actions and general behaviours of individuals. Therefore, one gender is likely to value things that the other gender may consider negligible. Transition between generations is determined by age, therefore it influences how people perceive and think about processes and interactions in organisations (Eagly, 2012). The age element is supported by the duration of service which explains the degree and depth of interaction with people and norms in organisations (Rose, 2013). Chang et al. (2006) explains that the longer an individual is entrenched in some processes and practices, the more they understand and adopt them easily.

#### 5.3 Discussion of Findings

The purpose of this study was to determine the influence of digital promotional strategies on the marketing performance of FMCG manufacturers in the beauty and personal care sector in Nairobi County. Primary data was collected using structured questionnaire and analysis of the data was done using descriptive and inferential statistics. The findings are presented below.

##### 5.3.1 Social Media Marketing and Marketing Performance

This study examined how social media marketing influenced marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Descriptive analysis showed that on average, the respondents agreed that social media

marketing influenced marketing performance by increasing brand recognition and awareness; enabling access to new markets and customers; being a more cost-effective platform for marketing compared to other strategies; leading to increased sales and lead generation; and by increasing customer engagement and loyalty. Regression analysis showed that a one unit increase in the social media marketing ratings is associated with a 0.087 unit increase in the marketing performance ratings and that this relationship was not statistically significant at the 5% level. The study revealed that variability in responses on social media marketing on its own do not explain variability in marketing performance.

This study concurs with findings by Cox (2012) that the success of social media marketing was dependent on the content output and the relationships built with the customer. Cox (2012) established that social media advertising increased sales, market share, customer engagement and customer satisfaction. Similarly, this research was consistent with a study based in Thailand by Jhundra-indra and Chanthinok (2015) that examined the effect of social media marketing on the marketing performance of 298 e-commerce firms, and indicated that social media marketing, oriented e-commerce firms towards market response timeliness, product diversity presentation awareness and proactive competitor learning capability - all of which had a positive effect on marketing performance.

The findings of this study further support arguments made by Musoka (2017) that social media brand strategy has an effect on the marketing performance of telecommunication firms. Musoka (2017) established that most of the respondents indicated that Twitter and Youtube could be used effectively for customer relationship management and thus to improve the firms' marketing performance. These findings by Musoka (2017) are congruent with the findings of the present research, although the present research considers the influence of social media marketing as but one of five digital promotional strategies that could influence the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County, and thus, social media marketing on its own do not explain variability in marketing performance.

The present research departs from findings by Mose (2021) that indicate that social media usage has an effect on the organizational performance of beauty salons and that there is a positive and significant relationship between the two variables. These findings differ from those of this research

in which the relationship between social media marketing and marketing performance, while positive, is not significant at the 5% level. The present research contends that variability in responses on social media marketing on its own does not explain variability in marketing performance.

The present research is concurrent with a study by Lynnette (2015) on the effect of social media marketing on the sales performance of startup companies. Findings by Lynnette (2015) are in line with those of this research as a regression analysis showed that there is a positive relationship between the number of followers on social media and sales revenue of startup firms. While Lynnette (2015) considered sales performance as the dependent variable, this study considered sales performance as part of overall marketing performance variable.

### **5.3.2 Search Engine Optimisation and Marketing Performance**

This study explored the influence of search engine optimisation on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Descriptive analysis showed that the respondents were neutral to the statements relating to the influence of search engine optimisation on marketing performance, namely that SEO increased our sales volumes, increased the number of clicks on adverts, enabled access to new markets and customers, increased the number of unique visitors to our website, and had a positive return on investment. The study showed a variation in sentiment regarding SEO as offering a positive return on investment and being efficient; and that this variation was attributable to gender differences, with men generally more agreeable to this claim than women. Regression analysis showed that a one unit increase in the search engine optimisation ratings is associated with a 0.019 unit increase in the marketing performance ratings and that this relationship was not statistically significant at the 5% level. This means that variability in responses on search engine optimisation on its own does not explain variability in marketing performance.

The present study contends with a study based in Hong Kong by Chu Ting Cheung, R. (2006) that examined the effectiveness of pay-per-click advertising on the marketing performance of advertisements placed on a portal directed at a teenage audience. The results of the research varied from this present study as the study in Hong Kong showed that variability in marketing performance was not due to differing perceptions by gender but rather due to placing small

interactive games and offering free gifts for clicking on an ad banner. In addition, the study showed that local cultural and seasonal factors; as well as “media-rich” design contributed to variability in marketing performance. While Chu Ting Cheung, R. (2006) considered search engine optimisation as the independent variable, the present research considered the influence of search engine optimisation as constituting but one fifth of digital promotional strategies as an independent variable.

### **5.3.3 Content Marketing and Marketing Performance**

This study explored the influence of content marketing on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Descriptive analysis showed that the respondents were neutral to the statements relating to the influence of content marketing on marketing performance, namely that content marketing had created a perception of value and competitive advantage to our customers; had resulted in an increase in sales; had helped in customer retention and loyalty and had increased interest in new and existing products. The study also revealed that increased expenditures in content marketing variably impacted the profit margins of different manufacturers. Regression analysis showed that a one unit increase in the content marketing ratings is associated with a 0.079 unit increase in the marketing performance ratings and that this relationship was not statistically significant at the 5% level. This means that variability in responses on content marketing on its own, do not explain variability in marketing performance.

The current research findings differ from the results of three studies done in the educational sector. Contrary to the present research, a study based in Turkey by Andaç and Karkar (2016) examined the influence of content marketing on customer satisfaction as a measure of performance, amongst students studying Business Administration at Suleyman Demirel University. The study showed a strong relationship between accurate and reliable content marketing and an increase in loyalty and high satisfaction amongst students. The results of the research in Turkey are congruent with another study done within the educational sector in Finland, where Hartemo (2016) studied the role of e-mail marketing in empowering consumers of academic journals. The research revealed that e-mail marketing as a form of content marketing, allows an active, interactive and personalized communication fulfilling the preferences of an empowered academic reader, and was therefore a

strong indicator of marketing performance. Finally, these international findings from Turkey and Finland showed congruence with a localised study based in Kisumu, in which Halima (2021) studied the effect of e-mail marketing on purchase decisions as a measure of marketing performance amongst students at the University of Nairobi, Kisumu Campus. The study revealed that email marketing was the most significant predictor of purchase decision, ahead of social media marketing and was therefore, a viable tool for promoting product purchases, shaping consumer attitudes and consequently consumer purchase decisions. The results of these three studies seem to indicate that variability in the influence of content marketing on the marketing performance may differ based on sector.

#### **5.3.4 Influencer Marketing and Marketing Performance**

This study explored the influence of influencer marketing on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Descriptive analysis showed that respondents agreed that promotions done in partnership with influencers resulted in an increase in sales; influencer marketing led to product awareness, trial and eventually repeat purchase; influencer marketing led to efficient marketing cost per unit sold and enabled access to new markets and customers; and that influencer marketing led to increased brand recognition and knowledge. Regression analysis showed that a one unit increase in the influencer marketing ratings is associated with a 0.100 unit increase in the marketing performance ratings and that this relationship was not statistically significant at the 5% level. This means that variability in responses on influencer marketing on its own, do not explain variability in marketing performance.

The results of the present research are consistent with a study based in Ghana, in which Gbedawo (2021) explored the use of social media influencers as a marketing tool for small businesses in reaching the youth. The study found that influencer marketing was effective in gaining small businesses new followers and higher levels of exposure but that on its own, did not explain variability in marketing performance. Instead, the findings highlighted that brand fit, pricing, credibility, authenticity, and engagement were additional factors that affected the marketing performance of a social media influencer campaign. Similarly, in a regional study across Kenya, Wafula (2022) carried out a comparative study on the effectiveness of social media influencers in

marketing promotions, as compared to traditional media. The study revealed that while higher populations in Kenya today have access to internet thus making it easy for companies to reach them through social media influencers, traditional media marketing still holds a higher degree of credibility as opposed to social media influencers. As such, and in line with the present research, influencer marketing on its own, does not explain variability in marketing performance.

### **5.3.5 Mobile Marketing and Marketing Performance**

This study explored the influence of mobile marketing on the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector. Descriptive analysis showed that respondents had a positive but neutral sentiment on the influence of mobile marketing on marketing performance, variably agreeing that promotions sent through mobile marketing led to an increase in sales; that mobile marketing is an efficient tool for brand exposure and awareness, increasing customer engagement and increasing customer base and loyalty; and that mobile marketing led to an efficient marketing cost per unit sold. Regression analysis explored the association between mobile marketing and marketing performance and found it to be positive and statistically significant at 5% level. Thus, a 1 unit increase in ratings for mobile marketing is associated with a 5.36% increase in marketing performance.

### **5.4 Conclusions**

The overall results of the present research indicate that digital promotional strategies have a positive influence on, and explain 10% variability in the marketing performance of Nairobi-based manufacturers that produce fast-moving consumer goods within the beauty and personal care sector as indicated by the regression summary. However, 9.2% of that variability is due to mobile marketing while 0.8% of variability is due to social media marketing, content marketing, search engine optimization and influencer marketing. For the four metrics aside from mobile marketing, each one's relationship with marketing performance was not statistically significant at the 5% level and thus, on its own could not result in significant variation in marketing performance.

The results of this finding that digital promotional strategies positively influence marketing performance, are consistent with those of Kasimu (2017) who examined the effect of digital marketing strategies on the marketing performance of the top 100 small and medium enterprises

(SMEs) in Kenya that were listed in 2016. The study found that digital marketing strategies had a significant influence on the marketing performance of SMEs and recommended that SMEs adopt digital marketing strategies such as social media, search engine optimization, display adverts and websites and blogs. The same can be analysed in a study by Ng'ang'a (2015) that examined the effectiveness of digital marketing on performance of all the 43 commercial banks in Kenya. Similar to Kasimu (2017), the study found out that digital marketing improved the performance of commercial banks as it enhanced uptake of bank products by the consumer, lowered costs, lowered working capital, increased revenue, increased customer base of the bank, increased market share, increased web traffic, lowered fixed capital, accelerated cash flows, reduced revenue volatility and reduced risk. However, both research studies fell short in further analysing which of the digital marketing strategies had the most significant influence on the variability of performance among firms.

A study by Chepkwony (2012) is most congruent with the present research as it indicates that variability in marketing performance was explained more by IT platform functionalities, mobile phone technologies and advertisements - all of which had a positive coefficient with insurance companies performance – than other digital strategies such as information systems, online delivery of services and automated risk analysis that had negative beta coefficient with performance. As such, similar to the present research, Chepkwony (2012) was able to ascertain that while digital promotional strategies may have a positive influence on marketing performance, it is imperative to further analyse which of the strategies within digital promotional activities contribute most to variability in marketing performance. This present study sought to close this gap by establishing that digital promotional strategies have a positive influence on marketing performance, and that of the five strategies explored, mobile marketing most strongly explained the variability in the marketing performance of FMCG manufacturers in the beauty and personal care sector, in Nairobi County.

### **5.5 Implications of Research**

The current business environment is heralded by digital disruption. The consumers goods market, in particular, is one of the critical drivers of economic growth, and these research findings would be of importance to various groups of stakeholders. This study is anticipated to contribute immensely to policy makers, industry practitioners and scholars.

### **5.5.1 Contribution to Policy**

The results of this study suggest that given the contribution that mobile marketing makes to digital promotional strategies and their influence on marketing performance, policy makers could leverage the rapid rise of online and mobile communication, and artificial intelligence to offer both marketers and consumers increasing capabilities via policies that bolster a more competitive business playing field (Kotler, Keller, & Chernev, 2022). According to the International Telecommunications Union, as of 2022, there were 23.35 million internet users in Kenya, representing an internet penetration rate of 42 percent of the total population (Kepios, 2022). In addition, the second quarter of the year ending December 31, 2022, according to the most recent sector figures from the Communications Authority (CA), saw an increase in mobile subscribers to 65.7 million from 65.5 million in Kenya. Kenya currently tops Africa in mobile phone penetration, with practically every citizen owning two devices. To policy makers in government, the findings of the research could help sharpen policy formation towards promoting the digitalisation of marketing and innovation and in so doing, aiding to promote the development of manufacturers within the beauty and personal care sector, and indeed the rest of the FMCG industry as a whole. To manufacturer advocacy groups such as KAM, this study will inform the formulation, enactment and administration of sound policies that promote trade and investment, uphold standards, facilitate a competitive business environment and reduce the cost of doing business.

### **5.5.2 Contribution to Industry Practitioners**

To industry practitioners such as marketing executives, the findings of the research will offer critical knowledge on the influence of digital marketing on their marketing performance on fast moving consumer goods manufacturers the beauty and personal care sector, in Nairobi County. Digital promotional strategies positively influence marketing performance and can offer an accurate and timely means of gleaning information about their customers. As the global business environment becomes more complex and volatile, businesses that survive will be those that leverage new and emerging technologies to aptly operate in the current competitive and volatile business environment that has put much performance pressure on existing firms.

### **5.5.3 Contribution to Scholars**

To scholars, this study added to the body of knowledge on the novel and emerging digital marketing industry, particularly as digital promotional strategies influence the marketing

performance of manufacturers. The study brought to light the statistically significant relationship of social media marketing, search engine optimisation, content marketing, influencer marketing and mobile marketing on marketing performance. More so, it emphasised that mobile marketing strategy explained the most variability in marketing performance – further bolstering the Technology Acceptance Model that adoption of technology has been due to the ease of use and usefulness that mobile marketing technologies offer.

### **5.6 Suggestions for Further Studies**

To researchers, the current study has identified new and emerging gaps in the field and contributed to the available scholarly knowledge and empirical literature, and will serve as a reference material for future research work. The study recommends further research on digital promotional strategies on the influence of marketing performance of FMCG manufacturers in other sectors, as this study only focused on the beauty and personal care sector in Nairobi, Kenya. The study also recommends that other research designs especially qualitative research could be used in carrying out research because aspects of marketing performance could be monitored over time due to the emerging and evolving nature of digital promotional strategies. The study also recommends that FMCG manufacturers in the beauty and personal care sector critically consider digital promotional strategies and their measure of influence on variability on marketing performance.

### **5.7 Limitations**

The study was carried out with limitations, one being that performance was conceptualized as put forward by Kotler et al. (2022) which looks at unit, brand, customer and cash-flow metrics as pathways of marketing performance analysis. Other classifications of performance could include financial and organisational measures.

The study was only limited to an examination of FMCG firms operating within Nairobi County. There is a need for further examination of all the firms within the industry in Kenya to enhance the generalisation of the results to firms outside the capital. Further the study was only limited to FMCG firms who represent a small percentage of firms registered with the Kenya Association of Manufacturers. This limits the applicability of the results within the wider manufacturing sector.

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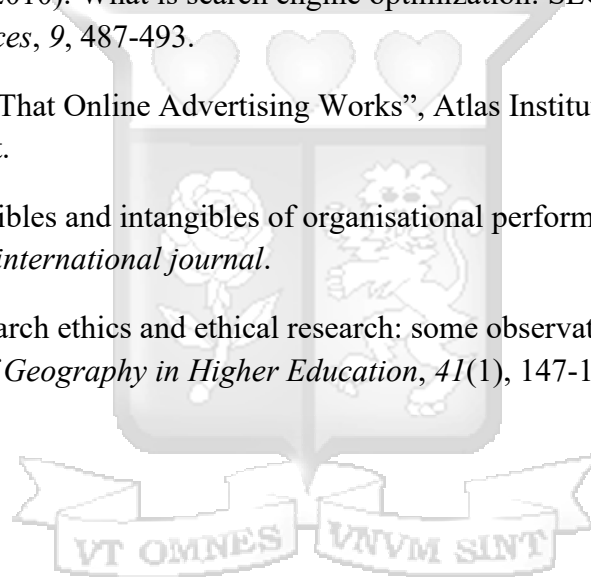
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## APPENDICES

### APPENDIX I INTRODUCTION LETTER

Ole Sangale Rd, Madaraka Estate,  
P.O Box 59857 00200, Nairobi, Kenya.  
Cell: +254 703 414/6/7, Twitter: @SBSKenya  
Email: info@sbs.ac.ke or visit www.sbs.strathmore.edu



15<sup>th</sup> March 2023

To Whom It May Concern.

Dear Sir/ Madam.

**RE: FACILITATION OF RESEARCH – TABITHA WAMBUGHA TONGOI**

This is to introduce Tabitha Tongoi who is a Master of Business Administration student at Strathmore University Business School, admission number MBA/138626/21. As part of our MBA Program, Tabitha is expected to do applied research and undertake a project. This is in partial fulfilment of the requirements of the MBA course. To this effect, she would like to request for appropriate data from your organisation.

Tabitha is undertaking a research paper on “**The Influence of Digital Promotional Strategies on the Marketing Performance of Fast-Moving Consumer Goods Manufacturers in the Beauty and Personal Care Sector in Nairobi, Kenya**” The information obtained from your organization shall be treated confidentially and shall be used for academic purposes only.

Our MBA seeks to establish links with industry, and one of these ways is by directing our research to areas that would be of direct use to industry. We would be glad to share our findings with you after the research, and we trust that you will find them of great interest and of practical value to your organization.

We appreciate your support and shall be willing to provide any further information if required.

Yours sincerely,

A handwritten signature in black ink, appearing to read "Njoki Kiagiri".

Njoki Kiagiri  
Manager – Graduate Programmes

Association of African  
Business Schools



AACSB

EFMD

Strathmore Business School is a Proud member of:

## APPENDIX II QUESTIONNAIRE

### Instructions:

This questionnaire is a data collection tool for the study, “The influence of digital promotional strategies on the marketing performance of FMCG Manufacturers in the beauty and personal care sector, in Nairobi County”.

Kindly answer the questions by putting a tick (√) in the appropriate box or by writing in the space provided.

### Confidentiality

All the information collected will be treated with utmost confidentiality and for academic purposes only. In addition, no reference will be made to any institution or respondent.

### SECTION A: COMPANY PROFILE

Name (optional) .....

Name of Institution .....

1. Gender of respondent

Male

Female

2. Age group of respondent. Tick as appropriate

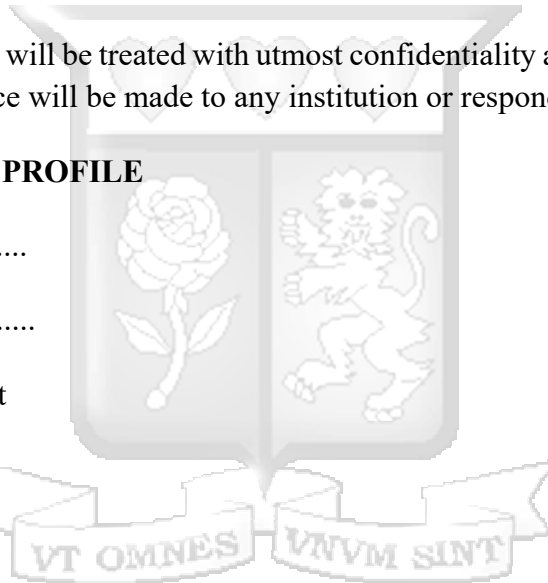
20-30

31-40

41-50

51-60

61 and above



3. What is your highest level of education?

O-Level Diploma [ ]

Tertiary Diploma or Certificate [ ]

Undergraduate Degree [ ]

Masters Degree [ ]

Doctoral Degree [ ]

4. How long have you been working in this institution? Tick as appropriate.

Less than a year [ ]

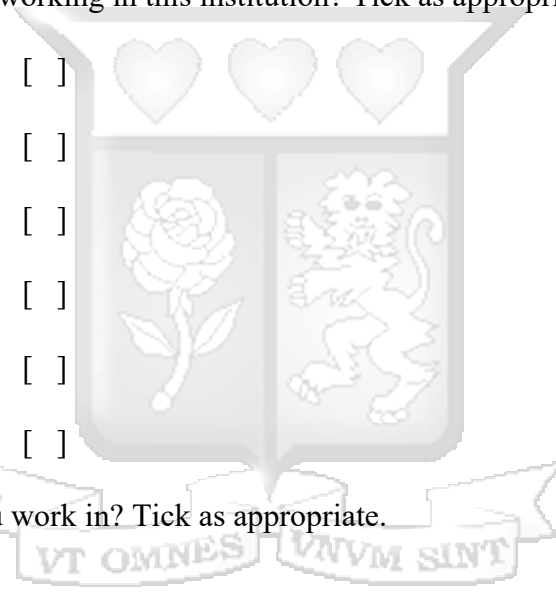
1-5 years [ ]

6 - 10 years [ ]

11- 15 years [ ]

15-20 years [ ]

More than 20 years [ ]



5. Which department do you work in? Tick as appropriate.

Marketing [ ]

Finance [ ]

Distribution [ ]

**SECTION B: DIGITAL MARKETING**

6. Which of the following digital marketing strategies are being utilized within your Company?

Social Media Marketing (Facebook, Instagram, YouTube, LinkedIn and Twitter) [ ]

Search Engine Optimization (SEO) [ ]

Content Marketing (Emails, Blogs & Infographics) [ ]

Influencer Marketing [ ]

Mobile Marketing (SMS, MMS & Mobile Alerts) [ ]

The following statements relate to digital marketing. State the extent to which you agree with the following statements with regards to organizational culture in your corporation (where 1-strongly disagree, 2-diasagree, 3-neutral, 4-agree, and 5-strongly agree).

	STATEMENT	SD	D	N	A	SA
	<b>Social Media Marketing (Facebook, Instagram, YouTube, LinkedIn and Twitter)</b>					
7	Social media marketing has increased customer engagement and loyalty					
8	Social media marketing has led to increased sales and lead generation					
9	Social media marketing is a more cost-effective platform for marketing compared to other strategies					
10	Social media marketing has enabled access to new markets and customers					
11	Social media marketing has led to increased brand recognition and awareness					
	<b>Search Engine Optimisation (SEO)</b>					
12	SEO has increased the number of unique visitors to our website					
13	SEO has increased the number of clicks on our adverts					
14	SEO has enabled access to new markets and customers					
15	SEO has a positive return on investment and are efficient					
16	SEO has increased our sales volumes					
	<b>Content Marketing (Email, Blogs and Infographics)</b>					
17	Content marketing has created a perception of value and competitive advantage to our customers					
18	Content marketing helps in customer retention and loyalty					
19	Promotions done through content marketing result in increase in sales					

20	Content marketing has led to an increased interest in new and existing products					
21	Marketing expenditures on content marketing lead to an increase in profit margins					
<b>Influencer Marketing</b>						
22	Influencer marketing has led to product awareness, trial and eventually repeat purchase					
23	Influencer marketing has led to efficient marketing cost per unit sold					
24	Promotions done in partnership with influencers result in an increase in sales					
25	Influencer marketing has enabled access to new markets and customers					
26	Influencer marketing has led to increased brand recognition and knowledge					
<b>Mobile Marketing (SMS, MMS and Mobile App Alerts)</b>						
27	Promotions sent through mobile marketing lead to an increase in sales					
28	Mobile marketing is an efficient tool for brand exposure and awareness					
29	Mobile marketing has improved customer engagement with the company					
30	Mobile marketing has led to an increased customer base and loyalty					
31	Mobile marketing has led to efficient marketing cost per unit sold					

### SECTION C: MARKETING PERFORMANCE

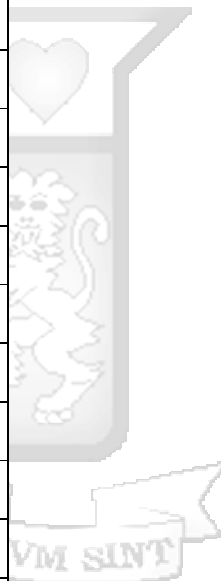
The statement in this section describes marketing performance. Please tick (√) any option among the listed options to indicate your preferred answer to the questions. Interpretations of the scales: Strongly Disagree (SD); Disagree (D); Neutral (N); Agree (A) and Strongly Agree (SA).

	STATEMENT	S	D	N	A	S	A
	<b>Marketing Performance - Customer Metrics</b>						
32	Digital promotional strategies have grown a new customer base for your products.						
33	Digital promotional strategies have pushed prospective customers from awareness of your products to trial and purchase.						
34	Digital promotional strategies have contributed to a perception amongst your customers that your products offer value above the competitors' products.						
	<b>Marketing Performance - Sales Metrics</b>						
35	Digital promotional strategies have led to an increase in sales turnover.						
36	Digital promotional strategies have lowered the marketing cost per unit sold.						
37	Digital promotional strategies have created a new channel of distribution via e-commerce sales.						
	<b>Marketing Performance - Cash Flow Metrics</b>						
38	Digital promotional strategies have resulted in improved profit margins.						
39	Digital promotional strategies have a short term and immediate impact on improving business cash flows.						
40	Digital promotional strategies have clear return on investment (ROI) metrics that measure the profits expected from a given marketing spend investment.						
	<b>Marketing Performance - Brand Metrics</b>						
41	Digital promotional strategies have created brand equity for your products by pushing a positive brand sentiment						
42	Digital promotional strategies have led to preference in category and prompted brand recall						
43	Digital promotional strategies have increased your brands' share of voice						

**THANK YOU.**

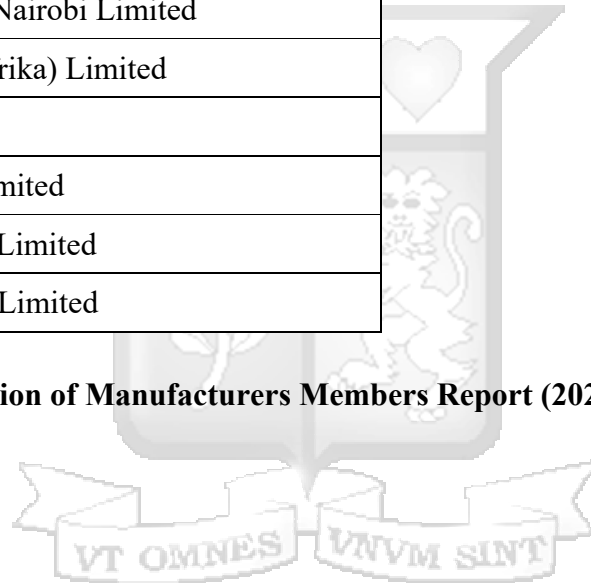
**APPENDIX III LIST OF FMCG MANUFACTURERS IN BEAUTY AND PERSONAL CARE SECTOR**

1	African Cotton Industries Limited
2	Afrikan Mbiu Company Limited
3	Airos Investment Limited
4	Al-Habib Cosmetics Limited
5	Aromakare Limited
6	Balm Industries Limited
7	Beiersdorf East Africa Limited
8	Blends of Nature Limited
9	Buyline Industries Limited
10	Canon Chemicals Limited
11	Crystal River Products
12	Diversey Eastern and Central Africa Limited
13	Elekea Limited
14	Elpha Kenya Limited
15	Haco Industries
16	Health Classique Limited
17	Henkel Kenya Limited
18	Impact Chemicals Limited
19	Kakia Oils
20	Kim-Fay East Africa Limited
21	L'Oreal East Africa Limited
22	Mosara Limited
23	Nagaad Company Limited
24	Nature's Touch LLP
25	Ndemmi Limited
26	Nubia Luxuries








27	Procter & Gamble Distribution East Africa
28	Pwani Oil Products Limited
29	PZ Cussons EA Limited
30	Qasil Beauty Limited
31	Rok Industries Limited
32	Saleila Kenya
33	Sarne Chemicals East Africa Limited
34	Sheth Naturals Limited
35	Starlite Valley Producers Limited
36	Sundries Bargains Nairobi Limited
37	Tropikal Brand (Afrika) Limited
38	Ujasiri Limited
39	Uzuri Industries Limited
40	Vipingo Industries Limited
41	Vivek Investments Limited

**Source: Kenya Association of Manufacturers Members Report (2022-2023)**



# APPENDIX IV NACOSTI PERMIT

 <b>REPUBLIC OF KENYA</b>	 <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
Ref No: <b>228400</b>	Date of Issue: <b>03/April/2023</b>
<b>RESEARCH LICENSE</b>	
	
<b>This is to Certify that Ms., Tabitha Wambugh Tongoi 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 Influence Of Digital Promotional Strategies On The Marketing Performance of Fast Moving Consumer Goods Manufacturers In The Beauty And Personal Care Sector In Nairobi, Kenya, for the period ending : 03/April/2024.</b>	
License No: <b>NACOSTI/P/23/24608</b>	
<b>228400</b> Applicant Identification Number	 Director General <b>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY &amp; INNOVATION</b>
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