

**EFFECT OF DIGITAL MARKETING STRATEGIES ON ORGANIZATIONAL
PERFORMANCE OF SOFT BEVERAGE MANUFACTURING COMPANIES IN
NAIROBI COUNTY, KENYA**

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MASTER OF BUSINESS ADMINISTRATION IN MARKETING OF KENYA
METHODIST UNIVERSITY**

OCTOBER, 2025

DECLARATION AND RECOMMENDATION

This thesis is my original work and has not been presented for a degree or any other award in any other University.

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DEDICATION

I wish to dedicate this thesis to my dad Ngugi.

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Above all, I would like to give honor and praise to the Almighty God for giving me grace, strength, and providence throughout the time of my study. I acknowledge the support of my supervisors Mr. James Nzili and Mr. Simon Murithi for their guidance and support through every stage of my thesis. I also thank my family members whose encouragement throughout my study kept me going. May God bless you

ABSTRACT

Digital marketing strategies are important for enhancing brand visibility, engaging with a wider audience, and driving consumer loyalty, making them essential in competitive markets. However, soft beverage manufacturing firms in Nairobi County face challenges such as integrating new technologies, measuring the effectiveness of campaigns, and managing the rapid pace of digital trends. These obstacles hinder the full realization of digital marketing's potential, limiting its impact on growth and customer retention. This study seeks to examine the effects of digital marketing strategies on the organizational performance of soft beverage manufacturing companies in Nairobi County. The study's specific objectives are: to establish the effect of digital advertising strategy, content marketing strategy, social media marketing, and e-mail marketing strategies on the performance of soft beverage manufacturing companies in Nairobi County. The study was grounded on the; dynamic capability view which was the anchoring theory, the diffusion of innovation theory, and the technology acceptance model. A descriptive research design was used. The study targeted 10 soft drinks manufacturing companies in Nairobi County as the unit of analysis while 127 employees in the soft drinks companies were the unit of observation. The study applied the Taro Yamane formula to obtain a representative sample size of 97 participants with a 95% confidence level and an error margin of 0.05. The research used self-administered questionnaires in the primary data collection. The drop-and-pick method is used because it enables the target respondents to have ample time to answer the questions. Results were presented in tables and graphs. There were measures of dispersion, which included standard deviation that were utilized in the study. Inferential statistics were also used in data analysis involving regression analysis to examine the relationship between digital marketing strategies and organizational performance. The response rate was 91%. Digital advertising and Organizational performance revealed a $\beta = 0.389$, and a p-value of 0.001. Content marketing and organizational performance revealed a $\beta = 0.258$, and a p-value of 0.001. Social media marketing and organizational performance revealed a $\beta = 0.270$, and a p-value of 0.015. Email marketing and organizational performance revealed a $\beta = 0.217$, and a p-value of 0.007. The study concluded that digital advertising, content marketing, social media marketing, and email marketing had a positive and significant influence on organizational performance. The study recommends that soft beverage companies prioritize digital advertising by leveraging data analytics and interactive features. Marketing teams should be trained on current digital trends and strategies and continuously monitored for improvement. High-quality, SEO-optimized content marketing, including blogs and videos, should be created and shared via targeted social media campaigns. Maintaining fresh, engaging content is key to sustaining visibility and sales. Email marketing should be enhanced through personalization, interactivity, and targeted messaging. Consistency and feedback integration are vital to strengthening customer relationships and boosting performance.

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ABBREVIATIONS AND ACRONYMS

AMOS	Analysis of moments and structures
HR	Human Resource
ITU	International Telecommunication Union
NCC	Nairobi City County
OP	Organizational Performance
ROA	Return on Assets
ROE	Return on Equity
SEM	Search Engine Marketing
SEO	Search Engine Optimization
SEO	Search Engine Optimization
SMEs	Small and Medium Enterprises

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Organizational performance comprises various aspects like financial performance, operations effectiveness, customer satisfaction, and other business metrics beyond financial quantification (Aancy et al., 2023). Financial performance ratios are diverse and include ROA and ROE, among others. Market outcomes metrics include market share, stock price, and market growth (Al-Azzam & Al-Mizzed, 2021). Therefore, organizational performance is undeniably at the heart of every company's survival. Research considers OP as the core outcome variable of interest outcome in management areas like human resources, marketing, operations management, and information systems, among others (Kozlenkova et al., 2021). Organizational performance is crucial because it measures how effectively an organization achieves its goals. It drives growth, competitiveness, and sustainability. High performance also attracts investment, talent, and stakeholder trust. Most of these research fields focus on explaining and understanding ways of enhancing, shaping, and sustaining Organizational performance, with the ultimate goal of assisting businesses to realize increased profits and ensure long-term survival and competitiveness (Ausat, 2023).

Digital marketing strategies can be defined as the systematic application of digital technologies and platforms including social media, emails, content creation, and online advertising to sell products, reach customers, and raise brand awareness (Dimitrios et al., 2023). In the current competitive business world, these strategies play a crucial role in helping organizations to reach more people, individualize the communication, and maximize the marketing expenses. In contrast to the traditional marketing strategies, digital marketing

also gives immediate responses and measures of performance, which helps firms to respond fast to consumer patterns and market conditions (Kozlenkova et al., 2021).

Digital marketing strategies are indeed crucial in the soft beverage industry in that the industry relies heavily on brand recognition, customer loyalty, and product visibility within a short time. Businesses are turning to online advertisement, content marketing, social media promotions, and e-mail marketing to develop connections with customers and reinforce market positioning (Nason & Wiklund, 2021). Such strategies can both serve as short-term strategies, such as increasing sales, and as long-term ones, such as the maintenance of a competitive advantage and customer retention (Park & Park, 2020).

Digital marketing strategies enable firms to improve their sales by focusing on the right target audience and ensuring market spending optimization (Dimitrios et al., 2023). Digital marketing also allows better and more personalized customer engagement, which improves satisfaction levels. In return, increased customer satisfaction ensures repeat business, which is critical for any industry, like the soft drinks sector. Establishing a vibrant brand awareness via various digital platforms increases market visibility, retains customers, and attracts new ones (Al-Azzam & Al-Mizzed, 2021). Digital marketing channels are highly essential in establishing strong brand recognition. Effective utilization of digital marketing channels helps firms increase their market share by reaching wide audiences (Dimitrios et al., 2023).

1.1.1 Global perspectives of digital marketing strategies

In the global arena, digital marketing strategies have transformed how global firms engage with their existing and potential customers. For instance, soft drinks corporations use complex digital marketing techniques to promote their organizational performance (Aancy

et al., 2023). A good example is the Coca-Cola Company, which is among the leading soft drinks manufacturers worldwide and has, over time, employed sophisticated digital marketing strategies to stamp its market leadership position (Nason & Wiklund, 2021). Coca-Cola focuses on three major points regarding its digital marketing: engaging directly with fans, targeting millennials, and personalizing (giving different places unique advertisement languages). Coca-Cola performs well on various social media platforms, with Instagram having 2,820,409 followers and Facebook, Twitter and YouTube having 109,306,812, 3,389,675, and 3,740,000 followers respectively (Statista, 2023). Coca-Cola also uses Search Engine Optimization (SEO) strategies as a key digital channel strategy (Liu, 2023). Due to extensive use of digital marketing channels, Coca-Cola has managed to safeguard its market leadership position. Its global market share is about 48%, and it has consistently been listed in the Fortune Global 500 list (Alfiana et al., 2023).

In 2023, digital channel advertising almost hit 733 US billion dollars; this was an increase of 2.6 percent, which was 715 US billion dollars (Statista, 2023). The combined advertising and marketing global revenue expenditures are expected to reach 1.75 trillion by the end of 2024 (Park & Park, 2020). The internet is also presently the most preferred medium for advertisement by most advertisers, accounting for about 62 percent of the cumulative media advertisement expenditure in 2022. In 2021, digital advertising spending globally accounted for about \$ 522.5 billion in 2021, and the figure is estimated to reach \$835.82 billion by 2026. Other channels, such as mobile internet advertisement, are also expected to record constant growth.

1.1.2 Regional perspectives of digital marketing strategies

African region has also recorded a trajectory increase in digital marketing as a result of internet penetration and a rise in smartphone usage. The region has been recording a vibrant soft drinks culture, which is expanding at a swift pace. For instance, Smollan, which represents some of the world's most loved fast moving consumer goods (FMCG), dips into the blend of distribution channels marketed in Africa. The International Telecommunication Union (ITU) reported that in 2022, Africa had an internet penetration rate of approximately 43% compared to about 10% in 2010 (ITU, 2022). Such a significant increase directly presents many opportunities for soft drinks companies to improve their organizational performance via digital marketing (Aancy et al., 2023).

Internet access and smartphone penetration in the African region are responsible for the increase in beverage e-commerce in Africa. These digital channels allow extended product selection, which is convenient to meet busy urban lifestyles. Local retailers and manufacturers are increasingly striking deals with online marketers, promoters, and delivery services to ensure fast and reliable customer fulfillment and payment options from mobile money (Park & Park, 2020).

1.1.3 Local perspectives of digital marketing strategies

Locally, digital marketing strategies are also common in Kenya. Kenya has experienced a drastic upsurge in internet users, which was estimated to be 23 million in 2023. This instance cultivates a fertile ground for various digital marketing initiatives to happen. In Kenya, various beverage companies like Keroche Breweries, Coca-Cola, Nestle, East African Breweries, HEINKEN, Kenya Wine Agencies, Delmonte, and Red Bull use social media campaigns and influencer marketing for promotion and brand visibility and attract

diverse market segments, especially the younger cohort (Muthiani, 2022). The idea behind these companies integrating digital marketing channel strategies in their business is to ensure a holistic marketing approach that effectively serves various customer tastes and preferences. In the end, digital marketing channels in Kenya have assisted beverage companies in nurturing and cherishing higher customer satisfaction levels and brand loyalty, which promotes better performance.

1.2 Statement of the Problem

Soft drinks companies in Nairobi County have faced suboptimal organizational performance, such as constrained market share, poor customer engagement, and limited brand recognition. For instance, a study reported that only 15% of the Nairobi County soft drinks manufacturing companies reported a growth in their profits. Besides the report indicated high products recall as a result of non-conformity with the quality standards which negatively affected the sales revenues and customers also have expressed dissatisfaction with some beverage brands for not been environmentally conscious (Kenya Association of Manufacturers, 2023).

Competitive rivalry in the beverage sector is growing increasingly as the consumers are changing their tastes towards brands that are digitally responsive and interactive (Liu, 2023). Firms cannot afford to lag behind others in the market, be it in the local or global contexts, without maximizing the use of digital marketing strategies. This also becomes very crucial in ensuring that soft beverage companies in Nairobi not only embrace the use of digital tools but also analyze the levels at which they achieve measurable performance outcomes. It has become a matter of survival and growth to have a data-driven approach to marketing.

There are few studies conducted on digital marketing strategies and performance of soft drinks manufacturing companies. A study investigated how social media channels improve social welfare gaps (Ouya et al., 2025). However, there is a notable conceptual gap in this study since it focused on brand visibility and customer awareness. The study also utilized case study which presents methodological gaps. Another study investigated the underlying impact of specific digital marketing strategies like SEO and social media on a firm's sales performance, with a case study of EABL using only qualitative data, which presents methodological gaps (Chen, 2025). To close these gaps this study focused on effect of digital marketing strategies on organizational performance of soft drinks manufacturing companies in Nairobi County.

1.3 Research Objectives

1.3.1 General Objective

To determine the effect of digital marketing strategies on organizational performance of soft beverage manufacturing companies in Nairobi County

1.3.2 Specific Objectives

- i. To determine effect of digital advertising strategy on the organizational performance of soft beverage manufacturing companies in Nairobi County.
- ii. To establish effect of content marketing strategy on organizational performance of soft beverage manufacturing companies in Nairobi County.
- iii. To determine effect of social media marketing on organizational performance of soft beverage manufacturing companies in Nairobi County.

- iv. To establish the influence of e-mail marketing strategies on performance of soft beverage manufacturing companies in Nairobi County.

1.4 Research Hypotheses

HO₁: Digital advertising strategy does not significantly influence organizational performance of soft beverage manufacturing firms in Nairobi County.

HO₂: Content marketing strategy does not significantly affect organizational performance of soft beverage manufacturing firms in Nairobi County.

HO₃: Social media marketing does not significantly influence the organizational performance of soft beverage firms in Nairobi County.

HO₄: E-mail marketing strategy does not significantly influence organizational performance of soft beverage firms in Nairobi County.

1.5 Significance of study

The study offers significant value to soft drinks manufacturing companies by highlighting the best practices in digital marketing that can elevate organizational performance. Companies can leverage this knowledge to optimize their marketing efforts, leading to improved customer loyalty, engagements, and efficiency in budget usage. Ultimately, the findings can help these companies build stronger brand identities and achieve sustained growth in an increasingly digital marketplace.

The study helps policymakers to develop and implement regulations that support the effective use of digital marketing within the manufacturing sector. By understanding the role of digital marketing in organizational performance, policymakers can create guidelines that foster innovation and ethical practices in online advertising and consumer engagement. This

informed policy-making can lead to a more dynamic and competitive business environment, benefiting both the industry and the economy.

The study is of great significance to academicians by providing empirical data and insights that contribute to existing knowledge on digital marketing and organizational performance. The study offers a valuable reference for future work, aiding scholars in exploring the evolving relationship between digital marketing strategies and business outcomes.

This study contributes to theory development by offering empirical evidence on how digital marketing strategies influence the performance of soft drinks manufacturing companies. It refines existing theoretical models by identifying specific digital marketing practices that are most effective in driving organizational success. Furthermore, the study may lead to the creation of new theories that better explain the dynamic relationship between marketing and performance in the manufacturing sector.

1.6 Scope of the Study

The study was limited to determining the effect of digital marketing strategies on the organizational performance of soft beverage manufacturing companies in Nairobi County targeting 10 fully licensed soft drinks manufacturing companies. The study specifically focused on digital advertising strategy, social media marketing, content marketing, SEO marketing strategy, and organizational performance. The target respondents were marketing managers, digital marketing personnel, customer relationship managers, human resource managers, IT managers, and operations managers. Data was collected using a survey. The study covered one year.

1.7 Limitations of the Study

Some respondents were reluctant to participate in the study due to confidentiality concerns. To address this, the researcher ensured that information provided by the respondents was handled confidentially. To counter low response rates, the researcher gave the respondents ample time, sent reminders, and offered online survey options to facilitate convenient participation. The reliance on primary data raises concerns about the honesty of responses. To mitigate this, the researcher included a disclaimer emphasizing that the questionnaire is confidential and intended only for academic purpose. Additionally, qualitative data was used to boost the validity of the data.

1.8 Operational Definition of Terms

Digital Marketing Strategies The use of online platforms, tools, and tactics to promote products, engage customers, and enhance brand visibility (YachouAityassine & Mohammad, 2022).

Organizational Performance refers to the effectiveness and efficiency with which these companies achieve their business objectives, including production output, market share, profitability, and customer satisfaction while maintaining quality and operational sustainability (Park & Park, 2020).

Digital Advertising Strategy refers to a structured plan that leverages online platforms and tools to promote products, engage with consumers, and enhance brand visibility to drive sales and market share (Ngochi & Kihara, 2021).

Content Marketing Strategy	involves the making of relevant content that engages the audiences, builds brand awareness, and drives consumer loyalty, ultimately enhancing sales and market presence (Lou & Xie, 2021).
Social Media Marketing	refers to a targeted approach to take advantage of social media platforms to improve the visibility of the brand, engage with consumers, and drive sales by promoting products, fostering customer loyalty, and responding to market trends (Tajvidi & Karami, 2021).
Search Engine Marketing	The use of advertising to make a product or service visible on the search engines thereby driving targeted traffic to the company's website and boosting brand awareness and sales in a competitive market (Onyango, 2025).

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section represented the theoretical review, the empirical review, the conceptual framework used in the study, and the operationalization of variables. The theoretical review presents the theories used in this research, while the empirical review discusses the literature derived from previous studies. Finally, the study identified the research gaps.

2.2 Theoretical Review

This section applied several theories to describe the current study by explaining their applicability and connecting them to the research variables. The approaches used in this study include the RBV theory, the Dynamic Capability theory, and the Diffusion of Innovation theory.

2.2.1 Dynamic Capability View

The dynamic capabilities view (DCV), , builds upon the resource-based view to address the need for organizations to adapt to rapidly changing business environments (Barney, 2021). The theory emphasizes the need for dynamic capabilities in firms, which are essentially learned abilities, to continuously reconfigure and transform their resources and processes in response to evolving market demands. These capabilities are critical for firms operating in competitive industries, as they enable them to adapt, innovate, and ultimately align their strategies with changing customer preferences and technological advancements (Pisano, 2021). In this view, capabilities are not static but evolve, reflecting the firm's adaptability to integrate new knowledge, technology, and market insights into its strategic practices. By doing so, firms can build and sustain a competitive advantage, which is central to ensuring their long-term success in a dynamic market environment (Laaksonen & Peltoniemi, 2021).

Unlike the traditional RBV theory which is built on the inherent uniqueness and value of resources within a firm, the Dynamic Capabilities View (DCV) underscores the importance of continual adaptation and change. It argues that merely having valuable resources is not enough for firms to stay competitive in fast-moving industries (Teece, 2022). In particular, DCV stresses the necessity for organizations to possess capabilities that allow them to reconfigure their internal resources to meet changing external market conditions. These capabilities go beyond technological and knowledge assets, extending to management practices and digital marketing strategies that enable organizations to engage with their customers in meaningful ways. For instance, digital marketing capabilities allow firms to interact with their customers by using real-time data and insights to adjust their marketing tactics to change consumer behaviors and preferences (Laaksonen & Peltoniemi, 2021). Therefore, dynamic capabilities are integral not only in creating but also in sustaining competitive advantages in an ever-changing market.

The Dynamic Capabilities View is used in this context to show the impact of digital marketing strategies and organizational performance in soft drinks manufacturing companies in Nairobi City County. The theory explains that firms must develop and continuously update their dynamic capabilities, such as digital marketing strategies, to maintain their market position and competitiveness. Digital marketing, as a dynamic capability, allows organizations to leverage their knowledge, technology, and human capital to meet the customers' needs and ensure the alignment of their marketing efforts with current trends. The ability to integrate digital tools and strategies enables firms to effectively communicate their value proposition and enhance customer engagement (Teece, 2022). This capacity to

adapt and innovate in digital marketing strategies is essential for soft drinks manufacturing companies in Nairobi, as it allows them to stay ahead of competitors and ensure sustained growth and profitability in a highly competitive industry. Therefore, adopting and enhancing dynamic capabilities, particularly in digital marketing, can significantly improve performance.

Dynamic Capability View (DCV) describes the manner in which organizations respond to the needs of the environment that are changing fast through reconfiguration of their internal resources and capabilities. In this paper, digital marketing methods, including a content creation, targeted advertising, and real-time engagement, are regarded as dynamic capabilities that help beverage companies adjust to new consumer needs and competition. Such strategies enable companies to use digital instruments to establish relations with customers, make their outreach personal, and increase brand presence, which positively affects the organizational performance. DCV also fits well into the objectives of this study since it also focuses on the aspect of flexibility and innovation in the marketing practices (Laaksonen & Peltoniemi, 2021).

In this study, The Dynamic Capability View (DCV) was the anchoring theory because DCV emphasizes the need for organizations to continuously adapt and innovate their capabilities, such as digital marketing, to align with changing dynamics in the market. It directly addresses how firms leverage dynamic capabilities to sustain competitive advantages, which is central to the study's focus on digital marketing strategies and their impact on performance.

2.2.2 Diffusion of Innovation Theory

The theory explain how an idea or product can gain momentum in the market after it is communicated over time. Constant communication of an idea enables it to gain momentum and diffuse (spread) through a given social system. The result of such diffusion leads to the adoption of a new idea, product, or behavior making it acceptable (Musa & Njeru, 2023). The adoption process implies that the target people will start doing something in a manner that is different from what they are used to. For instance, the target people may start to purchase a new product, perform new behaviors, or acquire new behaviors. Individuals will adopt something only if they perceive that it is innovative enough to address their current situation.

The theory further states that the adoption process does not occur unilaterally but in stages whereby some people adopt innovation more than others. The people who take up innovation earlier have distinct characteristics from others who adopt the ideas or the products later (Robul et al., 2020). As such, managers should understand the unique characteristics of the people before to help them realize innovative ideas or products in the market. This theory identifies five categories of adapters in the market whereby the majority are in the middle of the innovation category.

The first category is the innovators who are the first to try a new idea or process. These people are venturesome and are high-risk takers and will be the first to develop new ideas. The second group is the early adopters represented by the opinion of the leaders. These people enjoy leadership roles and embrace the change opportunities to help them improve their lives (Acikgoz et al., 2023). This group already appreciates the need for change and is

comfortable with trying innovations. These people do not need any more appeal to convince them to adopt the new idea or product in the market. The third group is the early majority who may not be leaders but will adopt the products or ideas before the average person. However, these people need to see evidence that the invitation is working and is changing the lives of others before they can finally adopt it. This group can be enticed by success stories, and evidence of the innovation's effectiveness.

The fourth group is the latter majority who may be skeptical about change at first and will only adopt it after it has been tried by others (Onyango, 2025). This group can be motivated by educating them on how others have tried an innovation and succeeded in using it. The last group is the laggards who are bound by tradition and conservative ideas. These people are skeptical about change and are very hard to convince to use a new product. This group can be enticed through using pressure, fear appeal, and the use of statistics from the early adopter groups. The diffusion of innovation theory is a very important theory in explaining how firms leverage digital marketing to communicate value to different categories of customers. This theory explains the need for marketing segmentation in designing digital marketing strategies to ensure that each of these market segments is represented in the market messages (Tariq et al., 2022).

The theory of Diffusion of Innovation depicts how ideas and technologies diffuse in a social system over time. It is of particular importance to the given research, because digital marketing strategies constitute new practices that have to be implemented in various consumer groups (Haris, 2023). The categories of adopters of the theory which are innovators, early adopters, early majority, late majority, and laggards indicate the necessity

of specific digital strategies. As an example, social media campaigns and email marketing may be designed to work with different segments in various ways and maximize the adoption and engagement, loyalty, and performance (Ausat, 2023).

The use of diffusion of innovation theory helps the food and soft drinks companies to understand how digital marketing strategies will be adopted in the market. This theory enables digital marketing managers to build digital marketing campaigns that communicate unique value propositions to different market niches. Importantly the soft drinks and food companies can use this model to apply the different strategies to entice the customers in each of the five categories. For instance, companies can use statistics to motivate laggards to try their products in the market. Organizations can also use innovators to spread the word about their products and services. The use of these theories ensures that firms can keep up with the changes in the market by leveraging digital marketing strategies. Importantly, the theories enable the firms to create and sustain their competitiveness in the market by positioning themselves as the best soft drinks companies in Nairobi County leading to better performance in the market.

2.2.3 Goal Setting Theory

This theory, provides a robust framework for understanding why organizations actively pursue better performance. This theory posits that specific and challenging goals serve as powerful motivators, driving individuals and organizations to direct their efforts, persist longer, and adopt effective strategies to achieve desired outcomes. Clear goals provide a sense of direction, helping firms prioritize actions that lead to better results (Latham & Pinder, 2025). These goals are especially important in dynamic industries like soft drinks

manufacturing, where evolving consumer preferences and competitive pressures necessitate precise and effective strategies to maintain relevance.

A key argument of the Goal-Setting Theory is that difficult yet attainable goals are more effective in enhancing performance than vague or easily achievable objectives. Specificity and difficulty stimulate higher levels of effort and strategic thinking. For instance, a soft drinks company aiming to increase website traffic by 20% through email marketing campaigns not only provides a clear target but also motivates employees to innovate and employ advanced digital tools (Aloisi, 2021). Feedback mechanisms are integral to this process, as they allow companies to assess progress and refine strategies. Regular monitoring of metrics ensures that the organization stays aligned with its objectives. By integrating goal-setting with real-time analytics, soft drinks companies can remain agile and competitive in a rapidly changing market (Arhinful & Radmehr, 2023).

Despite its widespread application, Goal-Setting Theory has faced criticisms for its potential limitations. One critique is its emphasis on goals without sufficient consideration of external and internal organizational factors, such as leadership styles, resource availability, or market dynamics. Overly ambitious goals might also lead to adverse outcomes, including unethical practices or employee burnout if they are not supported by adequate resources and realistic expectations (Arhinful & Radmehr, 2023). However, the use of digital marketing strategies for soft drinks companies, and data-driven goal-setting minimizes these risks. For example, setting achievable email marketing goals such as increasing personalized email campaigns supported by automation tools ensures that objectives are both ambitious and feasible,

promoting sustained performance improvements without overburdening employees (Baptista et al., 2020).

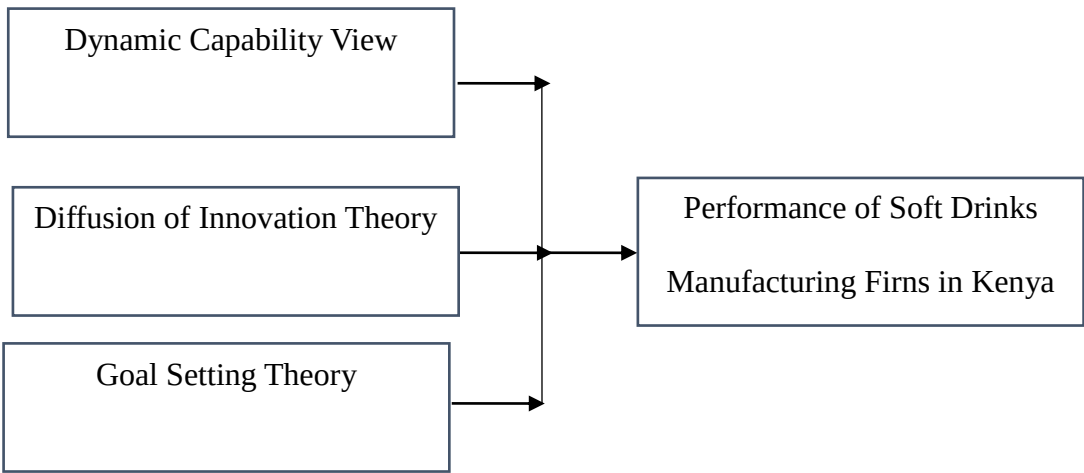
Goal-Setting Theory which is a behavioral framework that gives an understanding that specific and challenging goals can be effective to boost performance. In this research, setting goals plays a significant role in the making and implementation of efficient digital marketing strategies (Alshurideh et al., 2022). Be it either enhancing conversion rates by adopting advertising or expanding the number of visitors to their websites by using content marketing, companies need to have tangible, quantifiable goals. Analytics and campaign monitoring have allowed the development of feedback mechanisms, which make sure that strategies get altered in real-time, keeping soft beverage companies on track regarding performance goals and the market environment (Bataineh et al., 2024).

Goal-setting theory is particularly relevant in explaining why organizations actively pursue improved performance, especially through the implementation of digital marketing strategies (Bergman & Foxon, 2020). By aligning organizational objectives with measurable performance metrics, soft drinks manufacturing companies in Nairobi can create a performance-driven culture that leverages digital tools effectively (Corcaci & Kemmerzell, 2023). For instance, setting a goal to increase customer acquisition by leveraging dynamic email campaigns encourages innovation and ensures resources are channeled into impactful initiatives. This theory highlights the need for clarity, challenge, and continuous feedback in driving organizational success. For firms in competitive markets, such as the soft drinks industry, adopting the principles of Goal-Setting Theory helps build a structured and results-

oriented approach to digital marketing, ultimately enhancing organizational performance (Yunis et al., 2023).

Figure 2.1

Theoretical Framework



2.3 Empirical Literature Review

2.3.1 Digital Advertising Strategy and Organizational Performance

Digital marketing strategies refer to the strategies used by firms to improve their connection with customers by using online channels. The digital advertising strategy entails the use of organic social media, paid posts, search engine marketing, and sponsored brands (Muthiani, 2022). Digital marketing is critical in enabling firms to build brands and improve product and service sales. Digital advertising strategy is a critical element in marketing because it enables an organization to reach out to specific audiences compared to other traditional strategies (Nthenge, 2021). Firms can leverage digital marketing to increase their customers’

reach at a relatively lower cost compared to traditional marketing strategies. It entails the tailoring of the marketing messages and optimizing the content based on the target of digital marketing.

Digital marketing significantly affects performance by enabling them to improve the customers' experience. Several studies indicate that digital marketing leads to better customer satisfaction and employee loyalty (Abdikadir, 2022). As such, firms can use digital marketing strategies to achieve better results by ensuring that the employees are satisfied. The use of digital advertising strategy has become pivotal in enabling firms to communicate value to customers in different segments. The effects of digital advertising strategies on performance can be understood through the lens of a study which expose the role of digital advertising (Ngochi & Kihara, 2021). The study explains that digital advertising helps firms acquire a competitive advantage in the business environment while at the same time enabling firms to create a strong brand in the market. Firms can use digital advertisement to build strong relationships with partners build intellectual assets and influence the customers' behaviors. The use of digital advertising strategy also enables firms to differentiate themselves through strong brand marketing that appeals to the customers.

Digital advertising strategy leads to better customer engagement with the brands thus ensuring organizational success. For instance, digital customer intention increases with the use of digital advertising strategy in a firm (Ngundo et al., 2020). Digital advertising strategy also acts as a tool for digital branding and digital communication leading to better customer satisfaction, better organizational outcomes, and customer engagement. Firms can use digital advertisement for brand development which in turn leads to better organizational

performance. Besides, a digital advertising strategy increases customer engagement, which goes beyond the transactions of the customers and the products.

One of the goals of digital advertising strategy is to increase customer engagement which in turn improves the firm's financial performance. Customer engagement builds customer loyalty implying that the customers will come back to the brand (Onyango, 2025). Loyal customers will come back for the product and will also offer positive commendations on the product. Digital advertisement also enables firms to improve their relationship management and social customer relationship management which is critical for organizational survival in the market. In the age of social media, digital advertisement enables firms to stay ahead of their rivals by engaging their customers through marketing strategies that align with the current market needs. Studies have shown that there is a positive relationship between digital advertisements, brand loyalty, and organizational performance.

2.3.2 Content Marketing Strategy and Organizational Performance

Content marketing strategies have become an important aspect of marketing as they enable firms to increase their market share. Content marketing strategy refers to the techniques used by an organization to attract, engage, and retain customers through the sharing of relevant materials that engage the customers (Lou & Xie, 2021). These materials may entail the use of articles, videos, podcasts, and other relevant media. Content marketing strategies aim to help an organization keep customers engaged leading to high engagement and sales. Firms use content marketing to build brands and build trust through the creation and distribution of materials that customers can relate to. Content marketing is also an important aspect of customer retention as it ensures that existing customers are engaged with the brand.

Some of the strategies of content marketing include the use of newsletters, blogs, white papers, social media posts, and emails to target both existing and new customers. Content marketing creates a unique value proposition for the customers because these customers feel that the firm cares about them (Tariq et al., 2022). Continuous use of content marketing strategies creates a mutual relationship with prospective customers while at the same time ensuring that the current customers are engaged. When customers think about an organization, they value that brand and will talk about it to their friends. Consequently, the organization increases its reach in the market thus enabling it to post better performances. Besides, customers who think that an organization offers valuable insights about a topic will likely trust that organization when making purchases.

Content marketing increases an organization's online visibility through content that creates value for the customers. Good content increases the number of Firms that offer educational and informative content about a topic and will attract customers who are interested in that topic (Al-Surmi et al., 2020). Content marketing also generates more leads which drives traffic on the sales of the products and goods. Customers become more comfortable and more trusting of the brand. Also, content marketing strategies enable a firm to build a brand through the interaction with content posted by an organization. The loyal customers are likely to make repeat purchases because they feel they know about the organization.

Firms have been using content marketing to become market leaders through the creation of authoritative content that creates value for the customers. The use of content marketing has enabled firms to drive brand awareness, customer engagement, and sales revenues. These strategies also enable an organization to connect with its customers in a more innovative

way that aligns with the current needs in the market (Daoud et al., 2023). The premise behind content marketing strategies focuses on educating customers, solving problems, and enabling the customers to engage with the brand. Other results indicate a positive relationship between content marketing strategies and organizational performance. Customers will only be interested in content that is tailored to meet their needs implying that they are more likely to buy from firms that post relevant content.

2.3.3 Social Media Marketing and Organizational Performance

Social media selling has become increasingly important as firms seek to improve their position in the market (Mostafiz et al., 2021). Results show that social media marketing is employed for various purposes such as branding, advertising, customer relationships, and information search. The studies have shown that social media marketing impacts the customer's engagement positively, which in turn leads to better performance (Aancy et al., 2023).

Social media marketing is enabling firms to build lasting relationships with the online public thus improving the firm's brand image. Firms can generate content that influences communications and the attitudes of the users. A study explain that firms employ social media marketing to create strong brands. Social media marketing entails the use of blogs, wikis, Facebook, Instagram, and Twitter (Tajvidi & Karami, 2021). Firms are increasingly using social media public pages to take advantage of the high number of people using these apps (Lou & Xie, 2021). The use of these platforms enables organizations to improve their social networks, enhance interests in the organization, and build relationships with the online public. However, having the presence of social media presence does not necessarily mean

that firms will realize better sales revenues. Social media marketing has to be done effectively to enable the organization to translate into better performance (Ngochi & Kihara, 2021).

The social media platforms have shifted from being consumption-based to being more interactive and collaborative. This evolution has created an opportunity for firms to engage in social media marketing to reach out to a wide audience. Unlike traditional media, social media can be used in mobile and the web making it very ideal for mass targeting of consumers (Syaifullah et al., 2021). As such, firms have shifted to social media for promotion, marketing intelligence, and sentiment research. The efficiency of social media marketing to other traditional methods has attracted firms across industries to shift to this platform.

Studies show that social media helps firms register better performance because these platforms can reach out to many customers. Social media changes the way businesses operate because firms leverage social media platforms to engage key stakeholders, develop consumer content, and connect with customers (Tariq et al., 2022). The short-term goal of using social marketing is the increase in revenues while the long-term use of social media helps firms create and sustain brands that are critical for long-term business survival. Firms can utilize the power of social media to outperform their rivals in the market by lowering their prices and increasing the efficiency of communication. Market leaders are more likely to be committed to social media to market products and position themselves in the market (Tajvidi & Karami, 2021). Besides, firms that use social media marketing are more innovative and are likely to outperform those that do not.

2.3.4 E-mail Marketing Strategies and Organizational Performance

E-mail marketing refers to the use of personalized and targeted email campaigns to engage customers, promote products or services, and drive website traffic. The adoption of e-mail marketing strategies enables firms to build lasting customer relationships and improve customer retention (Muthiani, 2022). E-mail marketing strategies allow businesses to increase product visibility, enhance brand image, and drive traffic to their websites through well-crafted campaigns. These strategies are particularly effective in fostering customer loyalty, as firms can communicate directly with customers by delivering tailored messages that meet their preferences and needs. The effectiveness of e-mail marketing in helping firms remain competitive and achieve growth in a highly dynamic marketplace has been widely acknowledged.

E-mail marketing provides a cost-effective method for firms to communicate with their target audience and promote their offerings (Daoud et al., 2023). By leveraging segmentation and personalization, firms can target customers with messages that align with their specific needs and preferences. The key components of e-mail marketing include customer segmentation, engaging content, clear call-to-actions, and performance analytics to track campaign effectiveness. Importantly, e-mail marketing enables organizations to drive customer engagement by delivering relevant messages directly to customers' inboxes, leading to increased traffic to websites and higher conversion rates (Abiodun, 2020). With the proper design and execution of e-mail campaigns, firms can enhance brand visibility, foster customer loyalty, and improve overall performance.

Firms of all sizes benefit from e-mail marketing strategies as these approaches provide flexibility and affordability in marketing products and services (Nuseir & Aljumah, 2020).

Smaller firms can leverage e-mail marketing to reach specific customer segments at minimal costs while maximizing their returns on investment. Studies show that businesses utilizing e-mail marketing strategies experience improved customer engagement and brand awareness. For example, targeted e-mail campaigns can increase the likelihood of repeat purchases, build a strong brand image, and enhance customer satisfaction in competitive markets (Aswani et al., 2020). Furthermore, e-mail marketing enables firms to track customer behaviors and refine their marketing efforts, ensuring that communication remains relevant and impactful.

E-mail marketing leads to better brand awareness and improved organizational performance (Bala & Verma, 2020). By delivering targeted and engaging email campaigns, firms can ensure that their products and services remain top-of-mind among customers. Higher visibility translates to greater opportunities for customers to engage with a brand, ultimately boosting sales and enhancing customer loyalty. In addition, e-mail marketing helps businesses maintain continuous interaction with their audience, creating lasting relationships that are crucial for sustaining a competitive edge in dynamic markets (Yunis et al., 2023). As such, firms can use e-mail marketing to foster stronger connections with their customers, leading to sustained business growth and market success.

In this study, e-mail marketing strategies provide an opportunity to strengthen customer relationships while enhancing brand recognition. By employing effective e-mail campaigns, these companies can promote their offerings to a broad audience while addressing specific customer needs. The highly competitive nature of the soft drinks industry necessitates the use of digital marketing strategies like e-mail marketing to create differentiation and sustain market relevance. E-mail marketing further enables firms to communicate their unique value

propositions directly to customers, fostering increased sales, improved customer loyalty, and enhanced brand equity (Yunis et al., 2023). Through such strategies, soft drinks companies can achieve better organizational performance and adapt effectively to the demands of their dynamic operating environment.

2.3.5 Digital Marketing Strategy and Organizational Performance

Digital marketing strategies play a crucial role in the organization's performance by influencing how firms interact with their customers. Firms leverage digital marketing strategies to increase customer engagement and improve brand awareness in the market. Several studies show that digital is crucial in determining the organization's performance. A study explored how digital marketing impacts organizational performance by focusing on customer satisfaction, engagement, and loyalty (YachouAityassine & Mohammad, 2022). The study used twenty-five items to measure how the research variables impact the organization's performance. This research applied structural equation modeling and the AMOS software. The questionnaire was used whereby a sample of 10 organizations was targeted giving a total of 200 respondents. The results of digital marketing lead to a positive impact on the organizations' performance. This study highlighted the need for digital marketing strategies to enable firms to increase customer engagement and customer loyalty which is vital for organizational performance. The main research gap of this study was that it was done in Malaysia which has a different economic and social environment than Kenya. Besides the study was done in a different environment from the food and beverage manufacturing sector in Kenya implying that the results cannot be used to make generalized conclusions.

A study examined how digital marketing models impact the cut-flower firms in Kenya (Onyango, 2025). Qualitative and quantitative research was employed whereby 30 firms in the flower sector were targeted through structured interviews. Results showed that digital strategies have a huge impact on the firm's performance. The study further revealed that digital marketing increases revenues, market share, and profitability in the flower sector. Organizations that use digital marketing strategies register better performance than those who use traditional marketing strategies. The major benefits of digital marketing according to this study include personalized interactions with customers and other stakeholders. The firm recommends that organizations use digital marketing strategies to remain competitive in the highly competitive flower sector. The main research gap of this study is that it was conducted on the flower sector which has different dynamics compared to the beverage and food companies. As such, the results of this research cannot be generalized to give insights into the food and soft drinks manufacturing companies in Nairobi County.

Another study explored the effects of digital micro, small, and medium enterprises performance in Kenya whereby a positive research philosophy was employed in the study (Musa & Njeru, 2023). A descriptive research design was employed, with a target population of 8,526 licensed MSEMEs in Tharaka Nithi County. The data in this study was obtained by employing questionnaires and analyzed using SPSS. The analysis included distribution frequencies, mean, and measures of dispersions while t-tests were used for the inferential statistics. Results showed that digital marketing improves the organizations' performance by as much as 38% indicating a positive impact. Firms that have been using digital marketing strategies believed that their organizations were growing while those who did not did not

believe so. The study recommends the use of digital strategies to enable organizations to increase their market share, given the high penetration of mobile phones in the Kenyan market. The main research gap in this study is that it focused on MSMEs in Tharaka Nithi which is a different sector from the food and soft drinks sector. Although the study was done in Kenya, the results of this study cannot be generalized to make conclusions on the current study.

A study examined how digital strategies influence the performance of fresh produce firms in Kenya (Njonjo et al., 2021). A census survey was used whereby 100 fresh produce firms in the fresh produce export association were targeted. A positive research method was used whereby a structured questionnaire was employed. A descriptive cross-sectional study was used in this research to offer conclusive findings. It was revealed that digital marketing strategies have a positive impact on the performance of fresh produce exporting firms. The study recommends that managers should increase their investments in digital marketing to ensure firms leverage the power of digital marketing. Importantly, the study also highlights the need for employee training to ensure they are conversant with the dynamics of digital marketing. The main research gap of this study is that it focused on the export market which is different from the domestic market in Kenya. The export market is influenced by international laws that may not apply to the food and soft drinks companies in Nairobi County. As such, the findings of his research cannot be used to make generalized findings for the current study.

In another study, that sought to understand how digital marketing strategies impact the performance of media houses in Kenya where the study used a mix of four theories to

explain the interplay between the research variables (Ngundo et al., 2020). A descriptive cross-sectional survey technique was employed to identify the sample of the study. A convenience sampling helped come up with six media houses that have operated for at least fifteen years. Further, the study focused on the managers of the selected media houses. Quantitative and qualitative data were collected and analyzed using SPSS. It was noted that digital is impactful on the performance of media houses in Kenya. Importantly, the study noted that most Kenyans are now turning to social media platforms to get news implying that media houses have to ensure they invest in this market segment. The study recommends the need for innovation and investment in technology to ensure that media houses align with the changes in the media sector. The main research gap is it is focused on media houses which is different from the current study which focuses on the food and soft drinks companies in Nairobi County. As such, the findings from this study cannot be used to make generalized assumptions about the current study.

Digital strategies influence the financial performance of LPG distributors in Nairobi County (Ngochi & Kihara, 2021). Specifically, the study focused on the impact of mobile marketing, SEO, and social media marketing and how these influence the growth of SMEs in the LPG sector. The authors used the technology acceptance theory, RBV theory, and the expectation confirmation theory. The authors targeted about 890 SMEs in the LPG sector whereby the Fisher's sampling model was used to come get a sample of 260 SMEs. Managers were targeted in the study because they understand the organization's operations. The study noted LPG firms use messaging to customers about the products available and the available discounts. These messages targeted both existing and prospective customers intending to

maintain the market share while at the same time expanding the available market. Most SMEs have Facebook pages or Twitter accounts where they post their products for customer engagements. The study noted that digital strategies play a crucial role in the survival and growth of SMEs in the LPG sector in Nairobi County. The study recommends the need for SMEs to leverage digital strategies to increase their market share as these techniques are less costly and very effective in reaching a wide customer base. This study offers very important insights on how firms in Nairobi County have leveraged digital marketing to sustain a competitive advantage in the market. However, the main research gap of this study is that it was done in another sector which has different dynamics than the food and soft drinks manufacturing sector in Nairobi County. As such, the findings from this study cannot be used to make generalized assumptions for the current study.

2.4 Conceptual Framework

The four independent variables are: Digital advertising strategy, Content marketing strategy, Social media marketing strategy, and E-mail marketing strategies. The dependent variable is the Performance of Soft Drinks Manufacturing Firms in Nairobi County.

Digital Advertising Strategy is a very important aspect of the contemporary marketing which enable companies to communicate specific messages to particular audiences with the help of different digital platforms. It serves a critical role in boosting customer contact, brand recognition, and finally sales (Ngochi & Kihara, 2021). Digital advertising results in a higher level of customer engagement. In the case of the soft beverage companies, carefully designed advertisements on the social sites and search engines would help generate traffic and conversions to the firm (Ngundo et al., 2020).

Content Marketing Strategy aims at distributing and developing valuable content in order to attract and maintain a well-defined audience. Content marketing helps develop trust and increases customer retention through providing relevant information (Lou & Xie, 2021). As a previous study added, informative materials, including blogs and videos, enhance the traffic of the site, raise the level of lead generation, and enhance brand positioning. When considering the beverage market in Nairobi, regular and topical content would enable the firms to relay their brand values and keep the customers interested (Tariq et al., 2022).

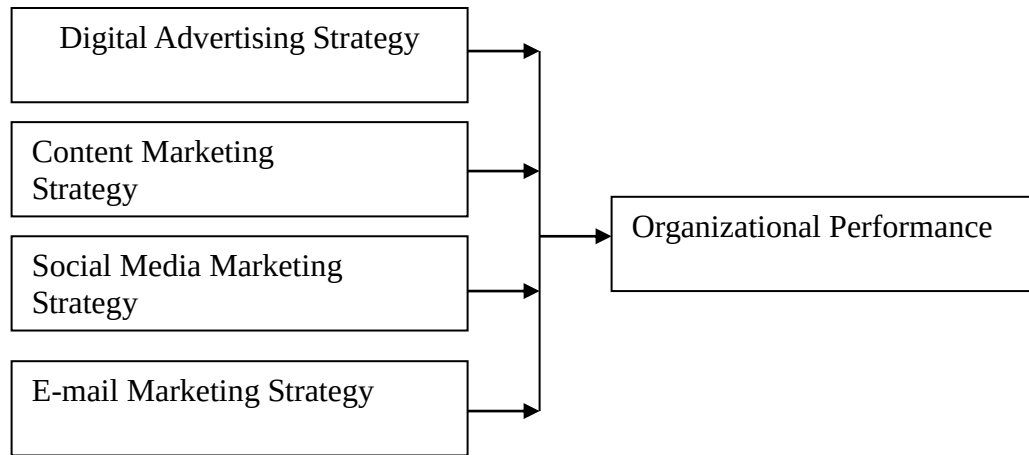
The Social Media Marketing allows companies to communicate with customers directly, which can lead to brand loyalty and corporate image improvement. A study state, social media such as Facebook and Instagram enables companies to make interactions personal, collect consumer responses, and communicate in real-time (Tajvidi & Karami, 2021). A study further noted that social media also helps to make brands visible to many people within a short period, which heightens the competitiveness of firms. Beverage companies have to be proactive and creative in their utilization of social media in order to remain relevant to the digitally literate consumers (Syaifullah et al., 2021).

E-mail Marketing Strategy is communication that is direct and personalized; it is performed in the form of email campaigns. It is economical and enables the creation of focused messages depending on customer behavior and preferences. As noted by a past research, email marketing enhances customer retention, brand loyalty, and repeated purchases. It can also be used in tracking performance by use of metrics like open and click-through rates which makes it a strategic measure in engaging customers over a long period (Abiodun, 2020).

Organizational performance was measured using a combination of non-financial indicators. The emphasis on non-financial indicators was justified because soft beverage manufacturing companies often experience intangible performance outcomes—such as customer engagement and brand loyalty—that directly result from digital marketing efforts but may not immediately reflect in financial statements. According to a past study, modern organizational performance should be viewed holistically, encompassing operational, customer, and strategic outcomes in addition to financial results (Ausat, 2023).

Figure 2.2

Conceptual Framework



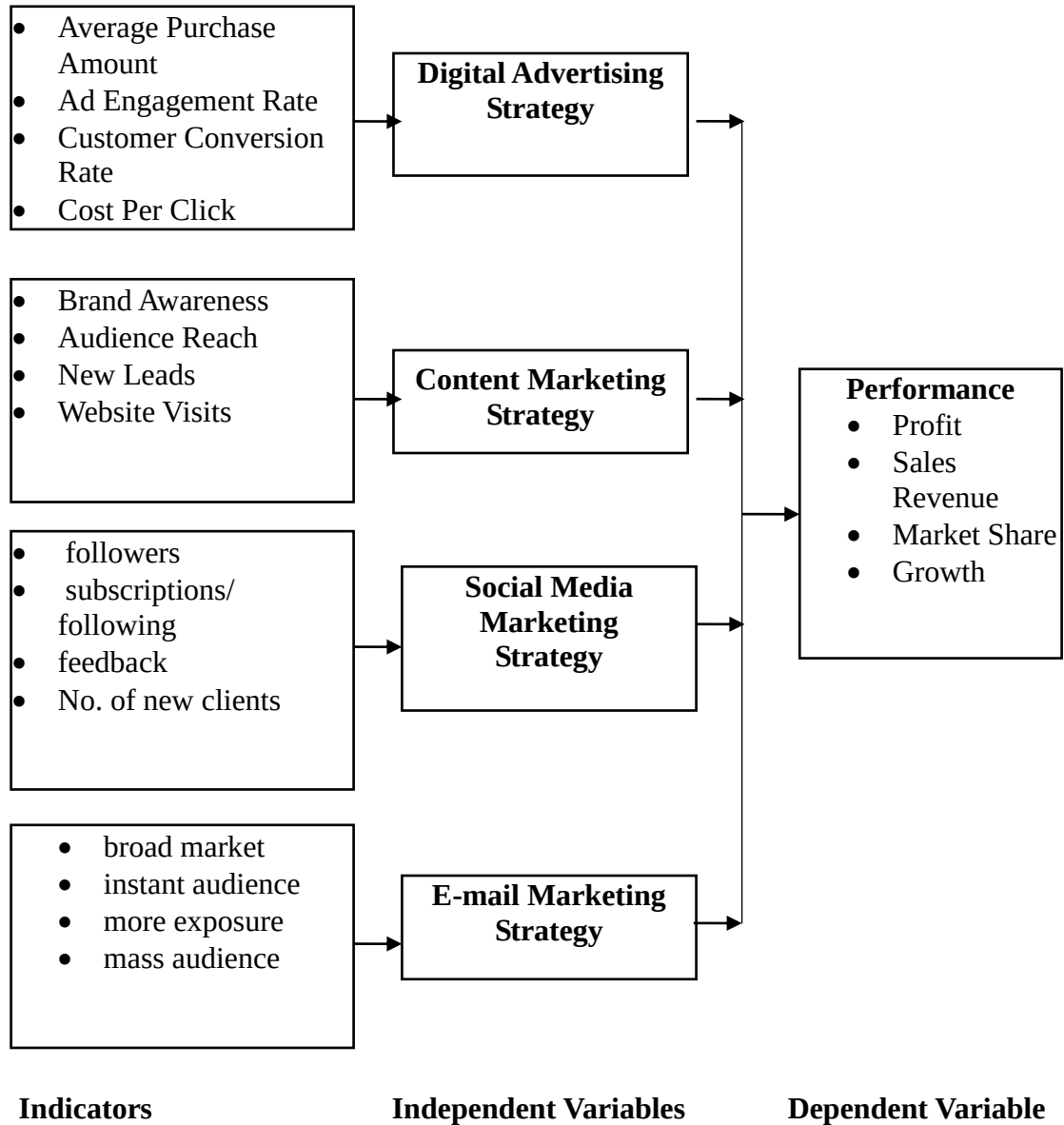
Independent Variables

Dependent Variable

2.5 Operationalization of Variables

Figure 2.3

Operationalization of Variables



2.6 Research Gap Summary

The existing literature reveals that while digital marketing strategies positively impact organizational performance, studies focusing specifically on the food and soft drinks manufacturing sector in Nairobi County are limited. Most studies have been conducted in different industries or geographic locations, making it difficult to generalize their findings to this context (see Appendix VII). There is also a gap in research regarding how individual digital marketing strategies—such as digital advertising, content marketing, social media, and email marketing—specifically affect the performance of soft beverage manufacturing companies in Nairobi County.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter presents the methodology used in this study. It comprised the research design, target population, sampling frame, sample size, sampling procedure, and data collection procedure. Other subsections present in this chapter include pilot study, research instrument's reliability, and validity of research instruments, analysis, presentation, and ethical considerations.

3.2 Research Design

A descriptive research design was used to facilitate a comprehensive examination of the phenomenon as it currently exists, enabling the collection and analysis of data. Descriptive research provides real-time insights into the characteristics and relationships among study variables, offering a robust framework for understanding the context of the research (Harrison et al., 2020). This design provides an accurate representation of the variables without manipulation, capturing real-time data and offering valuable insights into the phenomenon.

3.3 Target Population

The target population included 127 employees drawn from 10 soft beverage manufacturing companies within Nairobi County. The unit of analysis is these companies. The unit of observation comprises employees within these companies. These employees occupied strategic roles that are directly relevant to digital marketing and organizational performance, including marketing managers, digital marketing personnel, customer relationship managers,

Human Resource (HR) managers, IT managers, and operations managers. The study targeted 10 soft drinks firms, while the unit of observation was the employees in the specified roles.

Table 3.1

Population Distribution

Category	Population size
Marketing managers	36
Digital marketing personnel	21
Customer relationship managers	19
Human resource managers	17
IT Managers	16
Operations managers	18
Total	127

Source: NCC Data (2024)

3.4 Sampling Frame

A sampling frame is the study population from which the researcher derives the sample for the study. The sampling frame is the basis for getting a study sample since it includes the elements or units of the population of interest (Stratton, 2024). Care should be taken while considering the sample frame to ensure effective representation, which in turn allows study validity and generalization (Rahman, 2023). The sampling frame for this study included marketing managers (36), digital marketing personnel (21), customer relationship managers (19), human resource managers (17), IT managers (16) and operations managers (18).

3.5 Sample Size and Sampling Procedure

A stratified random method was used to ensure the selection that captures the diversity of the target population (Neuman, 2021) . Stratification enabled the inclusion of unique and independent observations, thus improving the reliability of the findings. The sample size was determined using Taro Yamane’s formula, which is specifically designed to calculate an

appropriate sample size for a given population while maintaining a specified level of precision. This method may still introduce bias if certain strata are underrepresented or if the sample size does not fully capture the diversity within the population. For this study, a margin of error of 5% was applied, ensuring that the results are both statistically significant and representative of the broader population. This systematic approach strengthened the study's rigor and facilitated a robust analysis and interpretation of the collected data. The formula to calculate the sample size is provided below,

$$n = \frac{N}{[1 + N(e^2)]}$$

n was sample size,

N was the study's population

And e was the error term

In this study, the error term was 5%, therefore the sample size was calculated as follows,

$$n = \frac{127}{[1 + 127(0.05 * 0.05)]}$$

$$\frac{127}{[1 + 127(0.0025)]}$$

$$\frac{127}{[1 + 127(0.0025)]}$$

$$\frac{127}{[1 + 0.3175]}$$

$$\frac{127}{[1.3175]} = 96.5947$$

Therefore, the sample size was 97 rounding off to the nearest whole number.

Table 3.2

Sample Distribution

Departments	Population Size	Ratio	Sample Size
Marketing Managers	36	0.283	27
Digital Marketing Personnel	21	0.165	16
Customer Relationship Managers	19	0.150	15
Human Resource Managers	17	0.134	13
IT Managers	16	0.126	12
Operations Managers	18	0.142	14
Total	127	1	97

Source: Researcher (2025)

3.6 Data Collection Procedure

Questionnaires were administered physically and online using platforms like email and WhatsApp. The use of self-administered questionnaires could, however, lead to response biases, such as social desirability bias. To counter the limitation, the researcher emphasized the confidentiality of responses. The semi-structured questionnaire was detailed to capture the respondents' demographics, company profile, and all the study variables in different sections. In the questionnaire, the close-ended part utilized a Likert scale from 1-5 so that the respondents could have a wider range of choices to select from. The researcher plans to have three researchers in data collection.

3.7 Pilot Study

The researcher also conducted a pilot study to help in making the research more focused and test its feasibility. The questionnaire was piloted among 20 individuals from two soft drinks companies in Kiambu County (Kevian Kenya Limited and Brava Food Industries). The administration of the questionnaire was randomly distributed to respondents across various sections; marketing managers, digital marketing personnel, customer relationship managers, HR managers, IT managers, and operations managers in these companies. Conducting the pilot study helped to determine instrument validity and reliability. It also assisted in

determining the clarity, reliability, and relevance of the questions posed (Draper-Rodi et al., 2021). The pilot feedback was therefore critical in adjusting the data collection instrument.

3.7.1 Reliability of Research Instruments

Research reliability means the internal consistency or the tendency of a research instrument in repeated tests. Reliability ensures that the research findings can be replicable. A research proposed that reliabilities above 0.7 for extensively used scales. Following such insight, the current study ensured the reliability is above 0.7. The researcher used Cronbach's Alpha to ascertain reliability (Singh et al., 2021).

3.7.2 Validity of Research Instruments

Validity examines whether the existing research instruments effectively measure what they are intended or required to measure (Singh et al., 2021). Validity mostly comprises construct, content, and face validity. Construct validity was measured using Bartlett tests and KMO tests at a p-value of 0.05 and a KMO score of 0.7 considered as valid. On the other hand, content validity was measured using expert review and performing a pre-test on the study questionnaire. Face validity was mostly used to indicate the instruments of measurement accuracy and confirm that the researcher making use of that instrument, has accepted it as a valid measure.

3.8 Data Analysis and Presentation

The researcher cleaned, sorted, edited, and entered data into SPSS version 24. The researcher applied a content analysis technique to analyze qualitative data. On the other hand, the quantitative technique involved the use of various descriptive statistics. Inferential statistics was also used in data analysis; it entailed using regression to show the relationship between digital marketing strategies and organizational performance.

Bivariate regression analysis was conducted to examine the individual effect of each independent variable—digital advertising, content marketing, social media marketing, and email marketing—on organizational performance.

The bivariate regression model used is presented as follows:

$$Y = \beta_0 + \beta_i X_i + \varepsilon$$

Where:

- Y = Organizational Performance
- X_i = Independent Variable (digital advertising, content marketing, social media marketing, and email marketing)
- β_0 = Constant Term
- β_i = Coefficient of the Independent Variable
- ε = Error Term

Each independent variable was run separately against the dependent variable to test the strength of individual associations.

The following multiple regression model was used:

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

Where, Y is the dependent variable (DV), which in the current study is performance. Next, X_1 , X_2 , X_3 , and X_4 are the independent variables (IVs), while β_0 is the constant and β_1 , β_2 , β_3 , and β_4 are the coefficients. Lastly, the ε is the error term. The researcher presented the study results in tables, graphs, and narratives.

3.8.1 Diagnostic Tests

Diagnostic tests are done to determine whether the regression model's assumptions have been violated. The major assumption includes the linearity of variables, non-auto-correlated variables, independence of variables, normality of data, and the presence of homoscedasticity of residuals. The assumptions will be tested using the following tests.

3.8.1.1 Normality Tests

Data for a study that is not biased should yield to normally distributed population requirements. In this case, the sample data should be tested to ascertain whether it was obtained from a population with distributed data. Skewness, whether positive or negative is therefore not desired. To accomplish the normality requirement statistical tests including, Kolmogorov-Smirnov tests were used against a requirement of a critical probability value of 0.05. Observed or calculated significance above 0.5 was considered an indication that there is no violation of normality requirements.

3.8.1.2 Auto-Correlation Test

Serial auto-correlation is a challenge especially on panel or time series data because errors if previous measurements are auto-cumulated in current measurements. The current study did not have problems with auto-correlation because it is a one-time occurrence measure. Test for auto-correlation was done using Durbin Watson, the scale runs between 0 and 4 whereby scores below 2 indicate positive auto-correlation whereas scores above 2 indicate negative auto-correlation. However, a score of 2 indicates that there are no problems with auto-correlation.

3.8.1.3 Homoscedasticity Test

Residuals of the independent variables should not vary with the variations of the independent variable, however, the accuracy of the study was compromised in a situation referred to as heteroscedasticity. A null hypothesis was set that residuals did not vary due to independent variables' change at a p-value of 0.05. To test for homoscedasticity, the study applied the Breusch-Pagan tests at a significance level of 0.05 whereby if the observed score is above 0.05 it indicates that the residuals do not vary with the variations of independent variables, therefore confirming the presence of homoscedasticity.

3.8.1.4 Tests for Multi-Collinearity

Multi-linear regression model assumes that independent variables are independent as such. Instances where independent variables are not fully independent result in multi-collinearity problems. To test for multi-collinearity, the study applied the value inflation factor and the correlation analysis. The value inflation factor score runs between 1 and 10 for variables that do not suffer multi-collinearity however values outside the threshold reveal the presence of multi-collinearity. Correlation analysis through Spearman's rank correlation was also used to determine the presence of multi-collinearity, Pearson (r) scores which are above 0.8 indicated the presence of multi-collinearity.

3.9 Ethical Considerations

The research only begun data collection after the approval from the ethical committee and NACOSTI was obtained. The researcher ensured that respondents' privacy and confidentiality were highly observed (Huntington-Klein, 2021). Thus, the questionnaires were given to respondents after they had signed informed consent forms stating that they understood what the study entails only. Informed consent ensured that the participants' rights

during research were not violated. The researchers explained clearly the objective the project to all participants. Additionally, names as well as other personal details of the participants were not collected. Finally, any respondent who wishes to withdraw from this study may do so without being forced by anybody.

CHAPTER FOUR: RESULTS AND DISCUSSION

4.1 Introduction

The main aim of this chapter was to present the findings of the study guided by the four study objectives: to determine effect of digital advertising strategy, content marketing strategy, social media marketing, and e-mail marketing strategies on the performance of soft beverage manufacturing companies in Nairobi city county. The results were presented based on the data collected from the participants on demographic, descriptive, and inferential analysis. The sections are detailed in the chapter.

4.1.1 Response Rate

In examining the underlying issues in this research study, this study relied on the data collected from 89 research participants. The response rate was higher than 70% making it highly ideal for conducting the research study. A response rate of above 70% is excellent for conducting a study (Rahman, 2023).

Table 4.1

Response Rate

Response	Frequency	Percentage (%)
Responded	89	91.75%
No-response	8	8.25%
Total	97	100

Source: Author (2025)

4.1.2 Reliability Statistics

The study conducted reliability tests to measure and ensure that there is stability, consistency, and dependability of the instrument relied upon in the data collection process. The reliability criteria were to consider a Cronbach alpha score above 0.7 as adequate for the study.

Table 4.2

Reliability Statistics

Name Of Variable	Cronbach's Alpha	N of Items	Decision
Digital Advertising	.833	5	Reliable
Content Marketing	.815	6	Reliable
Social Media Marketing	.867	6	Reliable
E-mail Marketing	.911	6	Reliable
Performance	.801	6	Reliable

Results revealed a Cronbach alpha score of 0.833 for Digital Advertising with five items of measure, the results also revealed a Cronbach score of 0.815 for Content Marketing with six items of measure. A Cronbach score of 0.867 with six items for Social Media Marketing Strategy. The results also revealed a Cronbach score of 0.911 for E-mail marketing with six items lastly performance revealed a Cronbach score of 0.801 and six items. Each of the variables was found to be reliable.

4.1.3 Validity Statistics

The study also conducted validity statistics to determine the suitability of the variables for factor extraction. Both Bartlett tests and KMO were applied. Results are presented in Table 4.3.

Table 4.3*KMO and Bartlett's Test*

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.806
Bartlett's Test of Sphericity	Approx. Chi-Square	198.051
	df	10
	Sig.	.000

Results showed a KMO score of 0.806 and a p-value of 0.001 for the overall constructs of the questionnaire indicating that the instrument was valid for data collection. Results therefore are adequate for further factor analysis (extraction of factors).

4.2 Demographic Statistics

Collecting demographic data shows the characteristics of the respondents, such as age, gender, and education level. This information ensures the sample is representative and allows for accurate analysis. It also helps identify patterns or differences in responses based on demographic traits, which supports better interpretation of the results and strengthens the study's overall validity. Data on gender, age and education was collected.

Table 4.4*Demographic Information*

Demographic Variable	Category	Frequency	Percent (%)
Gender	Female	25	28.1
	Male	64	71.9
Age Bracket	25 years and below	5	5.6
	46 years and above	6	6.7
	Between 26-35	61	68.5
	Between 36-45	17	19.1
Highest Level of Education	Degree	59	66.3
	Masters	14	15.7
	Postgraduate	16	18.0

In exploring the study's main aim and objectives, this study collected data from different research participants. Table 4.4 presents demographic information on 89 research participants. From the table, over 70% of the participants (71.9%) of the participants were male while only below 30% of the participants (28.1%) were female. In addition, over two-thirds were youthful (68%) aged between 26-35 years, 5.6% were below 25 years and 6.7% were above 45 years old. Over two-thirds had a bachelor's degree (66.3%), followed by 18% of the participants who had post-graduate education, and finally only 15.7% had a master's degree.

4.3 Descriptive Statistics**4.3.1 Descriptive Statistics on Digital Advertising Strategy**

This section sought to determine the descriptive statistics such as mean, frequencies, and percentages of digital advertising Results are shown in Table 4.5.

Table 4.5*Descriptive Statistics on Digital Advertising*

Statement on Digital Advertising	D	N	A	Mean	Std. Dev
The average purchase amount has increased as a result of our digital advertising efforts.	11 (12.3%)	23 (25.8%)	55 (61.8%)	3.67	.951
Our digital ads receive a high level of engagement (likes, shares, comments) from our target audience.	6 (6.7%)	25 (28.1%)	58 (65.2%)	3.88	.951
Our ads successfully capture the attention of potential customers.	9 (10.1%)	27 (30.3%)	53 (59.6%)	3.71	1.025
The digital ads we run significantly contribute to converting leads into paying customers.	9 (10.1%)	22 (24.7%)	58 (65.2%)	3.79	.994
Our advertising strategies effectively increase our customer conversion rates.	3 (3.3%)	29 (32.6%)	57 (64.1%)	3.87	.882
Our strategies successfully keep the cost per click at a manageable level.	9 (10.1%)	25 (28.1%)	55 (62.0%)	3.73	1.020

From Table 4.5 above, “*the average purchase amount has increased due to our digital advertising efforts*” results generated a mean of 3.67 (SD= 0.951) implying that participants agreed with the statement above 60% of the responses agreed with the statement (Agreed= 61.8%). The item “*Our digital ads receive a high level of engagement (likes, shares, comments) from our target audience.*” had the highest mean score of 3.88 (SD= 0.951). In addition, and response to the item, 65.2% of the participants agreed digital advertisement strategies effectively increase customers’ engagement.

On the third item, “Our ads successfully capture the attention of potential customers”. Results of the descriptive analysis revealed a mean score of 3.71 (SD= 1.025) which implied that participants agreed with the statement above 50% of the participants agreed as shown

by (agreed= 59.6%). On the fourth item, “*The digital ads we run significantly contribute to converting leads into paying customers*”. The participants agreed with the statement as shown by a mean score of 3.79 (SD= 0.994). In addition, 60% of the participants (agreed= 65.2%). On the fifth item, “*Our advertising strategies effectively increase our customer conversion rates*”. The participants also agreed as shown by a mean of 3.87 (SD= 0.882) which is also confirmed by above 50% of the participants (64.7%). On the last item, “our strategies successfully keep the costs per click at a manageable level”. Results showed a mean of 3.73 (SD= 1.02) and respectively more than 60% of the participants agreed with the statement (62%).

The study’s findings are well aligned with previous study arguments that digital advertising strategy leads to better customer engagement with the brands thus ensuring organizational success (Ngundo et al., 2020). On the implication of digital advertising a study supported this study’s finding by arguing that digital advertising strategy also acts as a tool for digital branding and digital communication leading to better customer satisfaction, better organizational outcomes, and customer engagement (Onyango, 2025).

4.2.1.1 Thematic Analysis

Most Effective Aspects of Digital Advertising

This section of the study sought in-depth insights from participants on the most effective aspect of digital advertising that had led to their businesses' success. Respondents revealed that digital advertising had significantly contributed to achieving their business goals. Participants singled out the targeted social media ads, SEO optimization, and influencer partnerships which have increased purchase amounts and higher engagement levels. The

engagement achieved through likes, shares, and comments further contributed to the success of the organization. To emphasize this, the participants noted that digital advertisements effectively capture customer attention, drive lead conversion, and enhance overall customer acquisition. Similarly, another study argued that digital advertising strategy leads to better customer engagement with the brands thus ensuring organizational success. For instance, digital customer intention increases with the use of a digital advertising strategy in a firm (Ngundo et al., 2020).

4.3.2 Descriptive Statistics on Content Marketing Strategy

This section sought descriptive statistics on the content marketing practices among the beverage companies in Nairobi County. Results are shown in table 4.6.

Table 4.6

Descriptive Statistics on Content Marketing Strategy

Statement on Content Marketing Strategy	D	N	A	Mean	Std.Dev
Our content marketing efforts have increased awareness of our brand among customers.	13 (14.6%)	30 (33.7%)	46 (51.7%)	3.55	1.023
Our content effectively communicates the brand's identity to the target audience.	19 (21.4%)	21 (23.6%)	49 (55.1%)	3.54	1.139
Our content reaches a wide audience across multiple platforms.	13 (14.6%)	30 (33.7%)	46 (51.7%)	3.55	1.023
Our content marketing strategy has helped generate new leads for the business.	9 (10.1%)	21 (23.6%)	59 (66.2%)	3.75	0.957
Our content has significantly increased the number of visits to our website.	13 (14.6%)	26 (29.2%)	50 (56.1%)	3.62	1.006
I am confident that our content strategy drives regular traffic to our website.	17 (19.1%)	21 (23.6%)	51 (57.3%)	3.54	1.108

Results in Table 4.6 showed a mean score of 3.55 (SD= 1.023) associated with the statement, “*Our content marketing efforts have increased awareness of our brand among customers*”. The findings also revealed to affirm the findings that slightly above half /50% of the respondents agreed (agreed= 51.7%). A mean score of 3.54 (SD= 1.139) was derived through descriptive analysis of the statement, “*Our content effectively communicates the brand's identity to the target audience*”, where more than 50% of the respondents agreed with the statement (55.1%).

In the third statement, “*Our content reaches a wide audience across multiple platforms*”. The results showed a calculated mean of 3.55 (SD= 1.023) with slightly more than 50% of the respondents agreeing with the statement (agreed=51.7%). In the fourth statement, “*Our content marketing strategy has helped generate new leads for the business*”. Results revealed a mean score of 3.75 (SD= 0.957) with more than 60% agreeing with the statement (agreed= 66.2%). On the fifth statement “*Our content has significantly increased the number of visits to our website*”, a mean score of 3.62 (SD= 1.006) was derived with more than 50% of participants agreeing with the statement (agreed= 56.1%). Lastly, participants agreed with the statement “*I am confident that our content strategy drives regular traffic to our website*” as shown by a mean score of 3.54 (SD= 1.108) with more than 50% of the participants agreeing with the statement (agreed= 57.3%).

The study’s findings are well supported by the various researchers and authors. For instance, a study postulated that Content marketing creates a unique value proposition to customers because these customers feel that the firm cares about them. The authors’ sentiment is captured in the findings which establish that the respondents connected with the brand

largely through the content shared in various platforms. Further study supported this study's finding by noting that content marketing also generates more leads which drive traffic on the sales of the products and goods. Customers become more comfortable and more trusting of the brand. Simply, it can be argued that content marketing strategies enable a firm to build a brand through the interaction with content posted by an organization (Tariq et al., 2022).

How do you evaluate the success of your content marketing efforts?

In their responses, the participants indicated that they determine or evaluate the success of content marketing efforts through key performance metrics such as brand awareness, audience reach, lead generation, and website traffic. Increased customer recognition, engagement levels, and positive feedback indicate our content effectively communicates our brand identity (Al-Surmi et al., 2020). The participants also noted that they assessed audience growth across multiple platforms, tracked lead conversion rates, and monitored website visits to measure content impact. The participant also evaluates the high engagement levels, including shares, comments, and click-through rates, to evaluate the effectiveness of our strategy in attracting and converting potential customers.

Another study also concurred with current study findings that some of the strategies of content marketing include the use of newsletters, blogs, white papers, social media posts, and emails to target both existing and new customers. Content marketing creates a unique value proposition for the customers because these customers feel that the firm cares about them (Tariq et al., 2022).

4.2.2.1 Thematic Analysis of Content Marketing

Improvement to the Current Content Strategy

This section sought to find out the improvement that should be done on the current content strategy of digital marketing. Results revealed that personalized and interactive content tailored to specific audience segments, leveraging semantic analysis for content shared online to optimize the content strategy of marketing. Participants also proposed for use of refined storytelling techniques as ways of marketing to tell about product availability, ways of their use, and their benefits to customers. The findings from the current study are supported by previous study which argued that content marketing increases an organization's online visibility through content that creates value to the customers. Good content increases the number of Firms that offer educational and informative content about a product. Through storytelling, more leads are generated which drives sales traffic. Customers can trust the products more as they are comfortable with the needs they meet (Al-Surmi et al., 2020).

4.3.3 Descriptive Statistics on Social Media Marketing

This part of the study sought to determine the descriptive statistics on social media marketing. Results are presented in table 4.7.

Table 4.7*Descriptive Statistics on Social Media Marketing*

Statement	D	N	A	Mean	Std. Dev
Our social media presence effectively attracts and retains followers.	4 (4.5%)	13 (14.6%)	72 (80.9%)	4.12	.864
We are actively engaging with audiences across multiple social media platforms.	3 (3.3%)	18 (20.2%)	68 (76.4%)	4.09	.874
Our social media marketing strategy has contributed to acquiring new clients.	5 (5.6%)	28 (31.5%)	56 (62.9%)	3.98	.904
Our choice of social media platforms aligns well with our target audience.	3 (3.3%)	25 (28.1%)	61 (68.5%)	4.12	.939
Our social media campaigns generate a substantial amount of feedback from followers.	5 (5.6%)	13 (14.6%)	71 (79.8%)	3.89	.922
Our social media efforts effectively convert followers into new clients.	4 (4.4%)	16 (18.0%)	69 (77.5%)	4.04	.903

Table 4.7 showed a mean score of 4.12 (SD= 0.864) on the statement “*Our social media presence effectively attracts and retains followers*”. Results are confirmed by more than 70% of the participants who agreed with the response (agreed= 80.9%). The results also showed that participants agreed that they had been actively engaging with audiences across multiple social media platforms as shown by a mean score of 4.09 (SD= 0.874), more than 70 participants also agreed with the statement confirming high agreement (agreed= 76.4%). Participants also agreed that the social media marketing strategy has contributed to acquiring new clients as shown by a mean of 3.98 (SD= 0.904), also more than 60% agreed with the statement (agreed=62.9%).

Results showed that participants agreed with statements that the choice of social media platforms aligned well with the target audience as showed by a mean of 4.12 (SD= 0.939),

the results were confirmed by above 60% of the participants who agreed with the statement (agreed= 68.5%). The results also showed that over 70% of respondents agreed that social media efforts effectively convert followers into new clients (mean =4.04 (SD= 0.903), agreed= 77.5%).

The study's findings are supported by previous study which argued that social media platforms created an opportunity for firms to engage in social media marketing to reach out to a wide audience. This is unlike traditional media, social media be used on mobile and the web making it very ideal for mass targeting of consumers. In addition, it can be argued that social media helps firms to register better performance because these platforms are able to reach out to many customers. Social media changes the way businesses operate because firms leverage social media platforms to engage key stakeholders, develop consumer content, and connect with customers (Tajvidi & Karami, 2021).

4.2.3.1 Thematic Analysis

Evaluation of Social Media Overtime

The participants were requested to indicate how social had evolved to meet changing customer needs. The respondents revealed that social media had evolved as a result of a data-driven and customer-centric approach. The personal and real-time interaction with customers and online presence have shifted audience preference to short-time videos, live streaming, and influencer collaboration. The findings are supported by study which who argued that, unlike traditional media, social media be used on mobile and the web making it very ideal for mass targeting. As such, firms have shifted to social media for promotion, market-

ing intelligence, and sentiment research. The efficiency of social media marketing to other traditional methods has attracted firms across industries to shift to this platform (Syaifullah et al., 2021).

4.3.4 Descriptive Statistics on E-Mail Marketing

This section of the study sought to determine the descriptive statistics on E-mail marketing, Figure 4.8 presents the results.

Table 4.8

Descriptive Statistics on E-Mail Marketing Strategies

Statement on E-mail marketing	D	N	A	Mean	Std. Dev
Email marketing enhances customer communication.	9 (10.1%)	17 (19.1%)	63 (70.8%)	3.96	1.167
Email marketing enables instant communication with customers.	9 (10.1%)	9 (10.1%)	71 (79.8%)	4.24	1.066
Our emails ensure real-time engagement with the audience.	14 (15.8%)	28 (31.5%)	47 (53.0%)	3.43	1.075
Email marketing increases product visibility.	4 (4.5%)	14 (15.7%)	71 (79.7%)	4.1	0.978
Email marketing reaches a large audience efficiently.	6 (6.7%)	20 (22.5%)	63 (70.8%)	3.98	0.917
Our emails support mass communication effectively.	8 (9.0%)	23 (25.8%)	58 (65.1%)	3.79	1.005

Figure 4.8 shows that above 70% of the participants agreed with the statement that E-mail marketing enhances customer communication (mean of 3.96 (SD= 1.167), agreed= 29.2%, strongly agreed= 41. 6%). Above 70% of the respondents also revealed that E-mail marketing enables instant communication with customers (agreed= 23.6%, strongly agreed= 56.2%, Mean= 4.24 (SD= 1.066)). The study also revealed that on average 50% of participants were moderate that emails ensured real-time engagement with the audience

(Mean=3.43 (SD= 1.075), agreed=39.3%, Neutral=31.5%). Results also showed that over 70% of the participants agreed that E-mail marketing increases product visibility (agreed=40.4%, strongly agreed=39.3%, and mean =4.10). Slightly above 60% of participants agreed that our emails support mass communication effectively (Mean=3.79 (SD= 1.005), agreed= 39.3%, 25.8%).

The study's findings are supported a previous study that argued that E-mail marketing strategies allow businesses to increase product visibility, enhance brand image, and drive traffic to their websites through well-crafted campaigns. Arguably, these strategies are particularly effective in fostering customer loyalty, as firms can communicate directly with customers by delivering tailored messages that meet their preferences and needs. Higher visibility translates to greater opportunities for customers to engage with a brand, ultimately boosting sales and enhancing customer loyalty. In addition, e-mail marketing helps businesses maintain continuous interaction with their audience, creating lasting relationships that are crucial for sustaining a competitive edge in dynamic markets (Muthiani, 2022).

4.2.4.1 Thematic Analysis

Challenges in Optimizing Your Website for Search Engines

The study sought in-depth suggestions on the challenges that have been encountered in optimizing websites for search engines. The participants revealed that balancing between keyword optimization and naturally engaging content is not easy.

4.3.4 Organizational Performance

This part of the study sought to establish descriptive statistics on the performance of the

Soft beverage manufacturing companies in Nairobi City County. Table 4.9 shows the results.

Table 4.9

Descriptive On Organizational Performance

Statement on performance	D	N	A	Mean	Std. Dev
Our organization's profitability has consistently increased over the last five years.	5 (5.6%)	23 (25.8%)	61 (68.5%)	3.82	0.847
Our sales revenue has grown steadily in the past five years.	9 (10.1%)	22 (24.7%)	58 (65.2%)	3.79	1.028
Our organization has opened new branches.	10 (11.3%)	26 (29.2%)	53 (59.6%)	3.69	1.029
Our organization has successfully expanded its market share.	3 (3.3%)	27 (30.3%)	59 (66.3%)	3.83	0.869
Our organization has enhanced its customer service experience.	6 (6.7%)	29 (32.6%)	54 (60.7%)	3.8	0.907
Our organization has enhanced its operational efficiency.	8 (9.0%)	19 (21.3%)	62 (69.6%)	3.8	1.036

Table 4.9 showed that more than two-thirds of the participants agreed that the organization's profitability had consistently increased over the last five years as shown by a mean of 3.82 (SD= 0.847) (Agreed=48.3%, 20.2%). The result also showed that over 60% (agreed=38.2%, strongly agreed= 27.0%) of the participants agreed that sales revenue has grown steadily in the past five years as shown by a corresponding mean of 3.79 (SD= 1.028). Additionally, the result revealed that more than two-thirds (agreed=36.0%, strongly agreed=23.6 %) of the participants agreed that the organization has opened new branches, the results are confirmed through a mean of 3.69 (SD= 1.029). Results also revealed that more than two-thirds of the participants agreed with the statement that the organization has

successfully expanded its market share (agreed=43.8%, strongly agreed=22.5%, mean of 3.83 (SD= 0.869)). Results also showed that more than 50% (agreed= 34.8%, strongly agreed=25.8%) of the participants agreed with the statement that the organization has enhanced its customer service experience with a mean score of 3.80 (SD= 0.907). Lastly, results showed that more than two-thirds of the participants (agreed= 44.9%, strongly agreed=24.7%) agreed that the organization has enhanced its operational efficiency as shown by a mean score of 3.80 (SD= 1.036). The study’s findings are well aligned with argument that firms leverage digital marketing strategies to increase customer engagement and improve brand awareness in the market. Digital marketing is crucial in determining the organization’s performance (YachouAityassine & Mohammad, 2022).

4.2.4.1 Performance Metrics from Secondary Data

This section of the study sought to establish the descriptive statistics from the secondary data that was collected. Average, min, standard deviation as well as range were computed. Results showed that the firms had an average profit of 893,156,636.7 and an average revenue of 3,629,381,197.6. Results also showed that the company with the highest revenue reported kshs 4,119,884,979.2 while the company with the highest profit reported 1,031,866,508.6. Additionally, firm with the lowest profit reported kshs 743,211,450.2 while the company with the lowest sales showed 2,658,253,856.8.

Table 4.10

Secondary Data Descriptive Statistics

	Average	Max	Min	Std.Dev
Criteria				
Profits	893,156,636.7	1,031,866,508.6	743,211,450.2	77,155,955.9

Revenues	3,629,381,197.6	4,119,884,979.2	2,658,253,856.8	397,298,584.3
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4.4 Diagnostic Tests

Before conducting regression analysis, this study conducted a diagnostic test to test and ascertain whether there was a violation of the assumption of multi-linear regression analysis. In particular, the study conducted auto-correlation, normality tests, and tests for homoscedasticity, tests for multi-collinearity, and linearity tests to achieve this.

4.4.1 Test for Auto-Correlation

Test for Auto-Correlation was done by conducting Durbin Watson tests. In regard to Durbin Watson, the scale runs between 0 and 4. The various scales have different implications as follows; close to 2 (No autocorrelation), Ideal for regression analysis; < 1.5 (Positive autocorrelation), > 2.5 (Negative autocorrelation). Close to 0 or 4 (Severe autocorrelation).

Table 4.11*Auto-Correlation*

Model	Durbin-Watson
1	2.100

Source: Author (2025)

From the table above, it can be seen that the value of Durbin-Watson is 2.100 showing that there is no autocorrelation between the dependent and independent variables and as such, the variables are ideal for regression analysis.

4.4.2 Tests of Normality

Test of Tests of Normality were conducted to test whether data sets followed a normal distribution. This enhances the validity and reliability of statistical analysis in this study.

Table 4.12*Tests of Normality*

	Kolmogorov-Smirnov^a			Shapiro-Wilk		
	Statistic	df	Sig.	Statistic	df	Sig.
Digital advertising	.079	89	.200*	.977	89	.112
Content marketing	.066	89	.200*	.978	89	.240
Social media marketing	.097	89	.066	.933	89	.100
Email marketing	.117	89	.006	.943	89	.301

*. This is a lower bound of the true significance.

a. Lilliefors Significance Correction

The results in Table 4.12 show results for digital advertising (p-value of 0.112 > 0.05), content marketing (p-value of 0.240 > 0.05), social media marketing (p-value of 0.240 > 0.05), and email marketing (p-value = .301). The results reveal that the recorded value for a p-value of above 0.05 indicates that the data was normally distributed and therefore the

variable relationship can be tested through parametric tests including analysis for the variance and linear regression analysis.

4.4.3 Tests for Multi-Collinearity Statistics

In determining whether the impact of each variable is highly correlated thus making it difficult to determine the individual effect of each variable on the dependent variable a Test for Multi-Collinearity Statistics was conducted in this study. In this study value inflation factors were used to determine if there was multi-collinearity. Results are shown in table 4.13.

Table 4.13

Tests for Multi-Collinearity

Model	Collinearity Statistics	
	Tolerance	VIF
1 (Constant)		
Digital advertising	.410	2.441
Content marketing	.751	1.331
Social media marketing	.415	2.408
Email marketing	.863	1.159

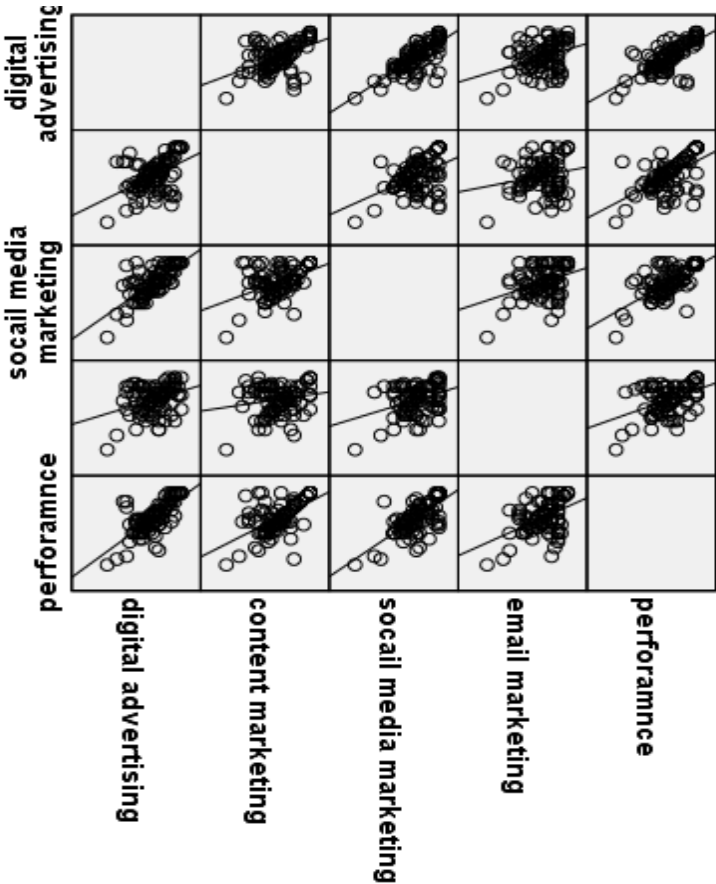
Table 4.13 shows a VIF value of 2.441 for digital advertising strategy, a VIF score of 1.331 for content marketing strategy, a VIF score of 2.408 for social media marketing, VIF score of 1.159 for email marketing. All the observed VIF values were below 5 and therefore the study established that there was no problem of multi-collinearity between the study variables.

4.4.4 Linearity Tests

Linearity tests were conducted to determine whether there existed a linear relationship between dependent (performance) and independent variables (email marketing, social media marketing, email marketing, and digital advertising). Resulted are shown in figure 4.1.

Table 4.1

Linearity Tests



The line of best fit given in Figure 4.1 shows that there is a linear relationship between the independent variables and the dependent variable.

4.5 Inferential Analysis

4.5.1 Correlation Analysis

This section of the study sought to determine the direction of the relationship and the strength of the relationship. Results in Table 4.14 show the results.

Table 4.14

Correlations Analysis

		Digital advertising (DA)	Content marketing (CM)	Social media marketing (SMM)	Email marketing (E-M)	Performance (OP)
DA	Pearson	1				
	Correlation					
	Sig. (2-tailed)					
	N	89				
CM	Pearson	.477**	1			
	Correlation					
	Sig. (2-tailed)	.000				
	N	89	89			
SMM	Pearson	.750**	.454**	1		
	Correlation					
	Sig. (2-tailed)	.000	.000			
	N	89	89	89		
E-M	Pearson	.337**	.190	.354**	1	
	Correlation					
	Sig. (2-tailed)	.001	.075	.001		
	N	89	89	89	89	
OP	Pearson	.718**	.574**	.692**	.445**	1
	Correlation					
	Sig. (2-tailed)	.000	.000	.000	.000	
	N	89	89	89	89	89

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

Correlation between Digital Advertising and Organizational Performance

From Table 4.14, the correlation analysis between digital advertising and organizational performance revealed an r of 0.718 and p -value =0.000 indicating a strong positive, and significant correlation between the two variables at the significance level of 0.01. The study's findings are well supported by a research arguments that one of the goals of digital advertising strategy is to increase customer engagement which in turn improves the firm's financial performance, digital advertising strategy leads to better customer engagement with the brands thus ensuring the organizational success (Ngundo et al., 2020).

Correlation between Content Marketing and Organizational Performance

Table 4.14, revealed a correlation between content marketing and organizational performance with an r of 0.574 and p -value =0.000 indicating a significant and positive correlation between the two variables at a significance level of 0.01. The findings showed high-quality content in the form of visuals and audio is associated with the improvement of brand awareness, brand identity, and lead business generation. Such implication directly impacts organizational performances albeit at moderate levels. The findings are aligned previous study which argued that content marketing increases an organization's online visibility through content that creates value to the customers. The author further argued that content marketing also generates more leads which drive traffic to the sales of the products and goods while also enhancing a firm's ability to build a brand through the interaction with content posted by an organization (Al-Surmi et al., 2020).

Correlation Between Social Media Marketing and Organizational Performance

Table 4.14, shows the correlation coefficient between social media marketing and organizational performance, an r of 0.692 and p -value =0.000 was revealed indicating a positive and significant correlation between the two variables at a significance level of 0.01. This finding underscores how firms leverage social media strategies to enhance their relationship and engagement with customers, the key factors that influence their overall performances. The findings are supported by a study which noted that firms employ social media marketing strategies for various purposes such as branding, advertising, customer relationships, and information search. The use of these platforms enables organizations to improve their social networks, enhance interests in the organization, and build relationships with the online public. However, having the presence of social media presence does not necessarily mean that firms will realize better sales revenues. Social media marketing has to be done effectively to enable the organization to translate into better performance (Tajvidi & Karami, 2021).

Correlation Between Email Marketing and Organizational Performance

Table 4.14, also showed a correlation between E-mail marketing and organizational performance. An r of 0.445 and p -value =0.000 indicated a weak and positive correlation between the two variables at a significance level of 0.01. The positive correlations between the variables supported supports argument that e-mail marketing leads to better brand awareness and improved organizational performance. By delivering targeted and engaging email campaigns, firms can ensure that their products and services remain top-of-mind among customers. Higher visibility translates to greater opportunities for customers to

engage with a brand, ultimately boosting sales and enhancing customer loyalty (Bala & Verma, 2020).

4.5.2 Bivariate regression analysis

4.5.2.1 Digital advertising strategy

A bivariate regression analysis was conducted to examine the relationship between digital advertising strategy and organizational performance.

Table 4.15

Bivariate Regression Analysis on digital advertising

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.718 ^a	.515	.510	.5693792		
a. Predictors: (Constant), digital advertising						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.003	1	30.003	92.547	.000 ^b
	Residual	28.205	87	.324		
	Total	58.208	88			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.698	.326		2.139	.035
	digital advertising	.815	.085	.718	9.620	.000

a. Dependent Variable: performance

b. Predictors: (Constant), digital advertising

The Model Summary shows that the R value is 0.718, which indicates a strong positive correlation between digital advertising and performance. The R-squared value of 0.515 means that approximately 51.5% of the variance in organizational performance can be explained by digital advertising strategies. This indicates a moderate to strong effect of

digital advertising on performance. The ANOVA table shows an F-value of 92.547, which is highly significant ($p = 0.000$), indicating that the regression model as a whole significantly predicts organizational performance.

The coefficients table reveals that the digital advertising strategy variable has a positive and statistically significant effect on performance ($\beta = 0.815$, $p = 0.000$). The unstandardized coefficient for digital advertising is 0.815, meaning that for each unit increase in digital advertising efforts, organizational performance is expected to increase by 0.815 units. In conclusion, digital advertising strategy is a significant predictor of organizational performance

4.5.2.2 Content marketing strategy

A bivariate regression analysis was conducted to assess the impact of content marketing strategy on organizational performance.

Table 4.16

Bivariate Regression Analysis on Content marketing strategy

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.574 ^a	.329	.322	.6698285		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.173	1	19.173	42.734	.000 ^b
	Residual	39.034	87	.449		
	Total	58.208	88			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.742	.320		5.442	.000
	content marketing	.566	.087	.574	6.537	.000

- a. Dependent Variable: performance
- b. Predictors: (Constant), content marketing

The Model Summary shows an R value of 0.574, indicating a moderate positive correlation between content marketing and performance. The R-squared value of 0.329 indicates that approximately 32.9% of the variance in organizational performance can be explained by content marketing strategies. This suggests that content marketing has a meaningful, though moderate, impact on performance. The ANOVA table reveals an F-value of 42.734, with a p-value of 0.000, indicating that the model is statistically significant, and content marketing significantly predicts organizational performance.

The coefficients table shows that the content marketing strategy variable has a positive and highly significant impact on performance ($\beta = 0.566$, $p = 0.000$). The unstandardized coefficient for content marketing is 0.566, meaning that for every unit increase in content marketing efforts, organizational performance is expected to increase by 0.566 units. In conclusion, content marketing strategy is a statistically significant predictor of organizational performance.

4.5.2.3 Social Media Marketing

A bivariate regression analysis was performed to evaluate the impact of social media marketing on organizational performance.

Table 4.17*Bivariate Regression Analysis on Social media marketing*

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.692 ^a	.478	.472	.5908606		
a. Predictors: (Constant), social media marketing						
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	27.835	1	27.835	79.729	.000 ^b
	Residual	30.373	87	.349		
	Total	58.208	88			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.744	.346		2.152	.034
	Social media marketing	.753	.084	.692	8.929	.000

a. Dependent Variable: performance

b. Predictors: (Constant), social media marketing

The Model Summary reveals an R value of 0.692, suggesting a strong positive correlation between social media marketing and performance. The R-squared value of 0.478 indicates that approximately 47.8% of the variance in organizational performance is explained by social media marketing strategies, signifying a robust relationship between the two. The ANOVA table shows an F-value of 79.729, with a p-value of 0.000, which is statistically significant. This result indicates that social media marketing has a significant impact on organizational performance.

In the coefficients table, the unstandardized coefficient for social media marketing is 0.753, and the standardized coefficient (Beta) is 0.692. The positive coefficient suggests that for every unit increase in social media marketing efforts, organizational performance is expected to increase by 0.753 units. The p-value of 0.000 further indicates that the

relationship between social media marketing and performance is highly significant. In conclusion, the results confirm that social media marketing is a significant predictor of organizational performance

4.5.2.4 E-mail marketing strategies

A bivariate regression analysis was conducted to evaluate the relationship between email marketing and organizational performance.

Table 4.18

Bivariate Regression Analysis on E-mail Marketing

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.445 ^a	.198	.188	.7326934		
ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	11.503	1	11.503	21.427	.000 ^b
	Residual	46.705	87	.537		
	Total	58.208	88			
Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.812	.433		4.189	.000
	email marketing	.503	.109	.445	4.629	.000

a. Dependent Variable: performance

b. Predictors: (Constant), email marketing

The Model Summary indicates that the R value is 0.445, which suggests a moderate positive correlation between email marketing and performance. The R-squared value of 0.198 indicates that 19.8% of the variance in organizational performance can be explained by email marketing efforts, demonstrating a moderate effect. The ANOVA table shows an F-value of 21.427 with a p-value of 0.000, which is statistically significant. This indicates that

the model significantly predicts organizational performance and that email marketing is an important variable in explaining performance outcomes.

The coefficients table reveals that the unstandardized coefficient for email marketing is 0.503, and the standardized coefficient (Beta) is 0.445. This suggests that for every unit increase in email marketing efforts, organizational performance is expected to increase by 0.503 units. The p-value of 0.000 further emphasizes the high statistical significance of email marketing in influencing performance. In conclusion, the results show that email marketing is a significant predictor of organizational performance

4.5.3 Regression Analysis

Having satisfied all the requirements for a multi-linear regression, the study went ahead to conduct regression analysis.

4.5.2.1 Model Summary

Table 4.19, shows a Model summary of regression analysis between the four independent variables (email marketing, content marketing, social media marketing, digital advertising) and dependent variable (organizational performance) with an r-square of 0.808, which implied that 80.8% of the changes in the performance of soft beverage companies in Nairobi county can be explained by the four independent variables. The findings are supported by researchers who argued that digital marketing improves the organizations' performance by as much as 38% indicating a positive influence (Musa & Njeru, 2023). A past study showed positive relationship between digital marketing and organizational performance in terms of improved sales, customer base, and brand awareness (Njonjo et al., 2021).

Table 4.19*Model Summary*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.808 ^a	.653	.636	.4904223
a. Predictors: (Constant), email marketing, content marketing, social media marketing, digital advertising				

4.5.2.2 Analysis of Variance

Analysis of variance was conducted to determine the model fitness for the prediction of the performance of soft beverage companies in Nairobi county. Results shown in Table 4.20 showed a calculated f-ratio of 0.001 which compared with the critical value of 0.05 implied that the model predicting the effect of digital marketing on the performance of soft beverage companies was significant. Similar results were given by a previous study which explored the effects of digital micro, small, and medium enterprises performance in Kenya, Results showed that digital marketing improves the organizations' performance by as much as 38% indicating a positive impact (Musa & Njeru, 2023).

Table 4.16*ANOVA*

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	38.005	4	9.501	39.503	.000 ^b
Residual	20.203	84	.241		
Total	58.208	88			

a. Dependent Variable: performance

b. Predictors: (Constant), Email Marketing, Content Marketing, Social Media Marketing, Digital Advertising

4.5.2.3 Regression Coefficients

Effect of Digital Advertising on Performance of Soft Beverage Companies in Kenya

Table 4.21 shows the regression coefficients, t-statistics, and p-values. Results of the regression showed a beta coefficient of 0.389, and a t-statistic value of 3.413 which was associated with a p-value of 0.001, between Digital advertising and performance which implied that digital advertising had a positive and significant effect on the performance of soft beverage companies in Kenya because the observed p-value of 0.001 was below the critical significance value of 0.05. The findings of the study concur with a previous study and revealed that digital marketing strategies are used to ensure an organization reaches higher performance. Digital marketing is pivotal in ensuring that firms communicate value to customers in different segments. Digital advertising helps firms acquire a competitive advantage in the business environment while at the same time enabling firms to create a strong brand in the market. Firms can use digital advertisement to build strong relationships with partners build intellectual assets and influence the customers' behaviors (Ngochi & Kihara, 2021). The use of digital advertising strategy also enables firms to differentiate themselves through strong brand marketing that appeals to the customers. Similar views were echoed by a study which argued that digital advertising strategy leads to better customer engagement with the brands thus ensuring organizational success. Customer intention increases with the use of a digital advertising strategy in a firm (Ngundo et al., 2020).

Effect of Content Marketing on Performance of Soft Beverage Companies in Kenya

Results also showed a beta coefficient of 0.258, and a t-value of 3.528 which is associated with a p-value of 0.001, which implies that content marketing has a positive and significant effect on the performance of soft beverage companies in Nairobi County because the

calculated p-value of 0.001 was below the critical value of 0.05. The study findings are in agreement with a previous study which revealed that continuous use of content marketing strategies creates a mutual relationship with prospective customers while at the same time ensuring that the current customers are engaged (Tariq et al., 2022). Through content marketing organization increases its reach in the market thus enabling it to post better performances. Besides, a previous study concurred that content marketing increases an organization's online visibility through content that creates value for the customers. Content marketing also generates more leads which drives traffic on the sales of the products and goods. Customers become more comfortable and more trusting of the brand. Also, content marketing strategies enable a firm to build a brand through the interaction with content posted by an organization. Loyal customers are likely to make repeat purchases because they feel they know about the organization leading to better organizational performance (Al-Surmi et al., 2020).

Effect of Social Media Marketing On Performance of Soft Beverage Companies in Kenya

Additionally, results showed a beta of 0.270, a t-statistical value of 2.487 with an associated p-value of 0.015 between social media marketing and performance. The results implied that social media marketing had a positive and significant influence on the performance of soft beverage companies because the calculated p-value of 0.015 was below the critical value of 0.05. Other studies support the findings of the current study which showed that social media helps firms register better performance because these platforms can reach out many customers (Tariq et al., 2022). The short-term goal of using social marketing is the increase in revenues while the long-term use of social media helps firms create and sustain brands

that are critical for long-term business survival. Firms can utilize the power of social media to outperform their rivals in the market by lowering their prices and increasing the efficiency of communication.

Effect of Email Marketing On Performance of Soft Beverage Companies in Kenya

Finally, the Results of regression showed a beta coefficient of 0.217, a t-value of 2.769 with an associated p-value of 0.007, the result showed that email marketing had a positive and significant effect on the performance of soft beverage companies in Nairobi county. Past studies are also in agreement with the findings of the study that E-mail marketing provides a cost-effective method for firms to communicate with their target audience and promote their offerings (Daoud et al., 2023). By leveraging segmentation and personalization, firms can target customers with messages that align with their specific needs and preferences. Besides, other scholars have argued that firms can leverage e-mail marketing to reach specific customer segments at minimal costs while maximizing their returns on investment (Abiodun, 2020). Businesses utilizing e-mail marketing strategies experience improved customer engagement and brand awareness (Nuseir & Aljumah, 2020). Targeted e-mail campaigns can increase the likelihood of repeat purchases thus more sales revenues, build a strong brand image, and enhance customer satisfaction in competitive markets (Aswani et al., 2020). Furthermore, E-mail marketing enables firms to track customer behaviors and refine their marketing efforts, ensuring that communication remains relevant and impactful.

Table 4.21*Coefficients*

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	.559	.368		1.519	.133
Digital advertising	.389	.114	.343	3.413	.001
Content marketing	.258	.073	.262	3.528	.001
Social media marketing	.270	.109	.248	2.487	.015
Email Marketing	.217	.078	.192	2.769	.007

a. Dependent Variable: Performance

4.6 Hypothesis Testing

The hypotheses were tested using bivariate regression analysis and the results are presented below. Each hypothesis was evaluated at a 5% significance level ($p\text{-value} \leq 0.05$). Based on the regression analysis, we determine whether to reject or fail to reject the null hypothesis.

Table 4.22*Hypothesis results*

Hypothesis	p-value	Conclusion
H ₀₁ : Digital advertising strategy does not significantly influence organizational performance	0.000	Reject
H ₀₂ : Content marketing strategy does not significantly affect organizational performance	0.000	Reject
H ₀₃ : Social media marketing does not significantly influence organizational performance	0.000	Reject
H ₀₄ : E-mail marketing strategy does not significantly influence organizational performance	0.000	Reject

4.7 Discussion of Findings

The purpose of this study was to examine the effect of digital marketing strategies—digital advertising, content marketing, social media marketing, and email marketing—on the organizational performance of soft beverage manufacturing companies in Nairobi County. The findings of the study confirmed that all four strategies had a significant and positive influence on organizational performance, aligning with both the research objectives and theoretical foundations of the study.

Digital Advertising Strategy and Organizational Performance

The results revealed that digital advertising significantly influenced organizational performance ($\beta=0.389$, $p=0.001$). This finding aligns with the objective of determining the effect of digital advertising strategies on organizational performance. Digital advertising enhances competitive advantage and improves customer engagement (Ngochi & Kihara, 2021). In the context of the Dynamic Capabilities View, digital advertising represents a flexible capability that allows firms to quickly adapt to changing consumer demands by targeting specific audiences with personalized messages (Teece, 2022). For beverage companies in Nairobi, the findings suggest that digital advertising contributes to increased sales, improved customer awareness, and stronger brand recognition.

Content Marketing Strategy and Organizational Performance

The study showed that content marketing had a significant positive impact on organizational performance ($\beta=0.258$, $p=0.001$). This finding corresponds with the second objective and confirms earlier work noting that content marketing enhances consumer trust and brand loyalty (Lou & Xie, 2021). By producing engaging blogs, videos, and newsletters, beverage firms are able to provide value beyond their products, which strengthens customer

relationships. This finding resonates with Goal-Setting Theory, as firms that set clear goals around content creation and distribution are more likely to achieve measurable improvements in consumer engagement and retention (Latham & Pinder, 2025). Content marketing thus serves as a long-term driver of competitiveness in an industry heavily reliant on brand differentiation.

Social Media Marketing and Organizational Performance

The results also indicated a positive and significant effect of social media marketing on organizational performance ($\beta=0.270$, $p=0.015$). This finding addresses the third objective and is consistent with the conclusions of past studies that social media strengthens brand positioning and fosters direct communication with consumers (Tajvidi & Karami, 2021). For beverage companies, leveraging platforms such as Facebook and Instagram allows them to connect with innovators and early adopters, who in turn influence wider market segments. The significant relationship suggests that social media is critical for both short-term sales growth and long-term loyalty.

Email Marketing Strategy and Organizational Performance

The fourth objective examined the influence of email marketing on organizational performance. Results confirmed a positive and significant relationship ($\beta=0.217$, $p=0.007$). Email marketing drives customer engagement through personalization and cost-effective communication (Muthiani, 2022). In line with the Dynamic Capabilities View, email marketing enables companies to integrate customer feedback quickly into future campaigns, thus ensuring adaptability in fast-changing markets. For beverage firms in Nairobi, the use of email campaigns provides an effective tool for building personalized relationships with

consumers and sustaining repeat purchases, both of which directly contribute to performance improvements.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the key findings of the study, the conclusions, and the recommendations for the study. The recommendations included policy and suggested studies in the future.

5.2 Summary of Findings

5.2.1 Digital Advertising Strategy and Organizational Performance

The results of the study revealed that participants agreed with statements regarding digital advertising. The mean score for the statements was ranging between 3.67 and 3.87. In particular, participants agreed that the average purchase amount has increased due to digital advertising efforts, digital ads have received a high level of engagement (likes, shares, comments) from the target audience, ads posted had successfully captured the attention of potential customers, the digital ads run by the soft beverage companies significantly contribute to converting leads into paying customers, advertising strategies had effectively increase customer conversion rates.

Lastly, participants agreed that the strategies used by the companies have successfully kept the cost per click at a manageable level. The bivariate regression results show that digital advertising has a positive and significant impact on organizational performance, with a p-value of 0.000, indicating that the null hypothesis was rejected. This confirms that digital advertising contributes significantly to improving customer engagement and sales performance.

5.2.2 Content Marketing Strategy and Organizational Performance

The study found that participants agreed with the statements about practices on content marketing strategies the practices. The mean score range was between 3.54 and 3.75 for the statements that marketing efforts have increased awareness of the brand among customers of soft beverage companies in Nairobi county, respondents also agreed that content effectively communicates the brand's identity to the target audience. Additionally, participants agreed that content marketing is used to reach multiple audiences on different platforms.

Content marketing had also generated new leads for the business and finally, as a result of content marketing the number of visits to the website had also increased. The analysis of content marketing indicates a significant relationship with organizational performance (p -value = 0.000). Therefore, the null hypothesis was rejected, showing that well-executed content marketing strategies lead to increased brand awareness, customer retention, and website traffic.

5.2.3 Social Media Marketing Strategy and Organizational Performance

The study also found high agreement among participants regarding social media marketing strategies with a range of between 3.89 and 4.12. In particular, the participants agreed presence of social media effectively attracts and retains followers that soft and beverage companies were effectively able to interact with audiences across multiple social media platforms, new customers had been acquired through social media. Results also showed that social media campaigns had generated a substantial amount of feedback from followers and finally, social media efforts had converted the followers into active clients. Similarly, social media marketing also demonstrates a positive and significant relationship with organizational performance (p -value = 0.000), with the null hypothesis being rejected. This

suggests that active social media engagement enhances brand visibility, fosters customer loyalty, and drives sales.

5.2.4 Email Marketing Strategy and Organizational Performance

The findings of the study showed that participants were neutral to agree with the statements on email marketing, in particular, the main range was between 3.43 to 4.10. The statement provided showed that participants agreed that Email marketing enhances customer communication, Email marketing enables instant communication with customers, Email marketing increases product visibility, and Email marketing reaches a large audience efficiently, our emails support mass communication effectively while participants were neutral that emails ensured real-time engagement with the audience. Finally, the results for e-mail marketing reveal a statistically significant effect on organizational performance (p -value = 0.000), leading to the rejection of the null hypothesis. This underscores the importance of personalized and targeted email campaigns in improving customer relationships and driving repeat business.

5.3 Conclusions of the Study

5.3.1 Digital Advertising Strategy and Organizational Performance

The study concluded that digital advertising positively and significantly influences the performance of soft beverage manufacturing companies in Nairobi County, therefore the study rejected the null hypothesis claim that: digital advertising strategy does not significantly influence the performance of soft beverage companies in Nairobi County. According to the results of the bivariate regression, the digital advertising has a positive significant impact on the performance of the organization ($\beta = 0.815$, $p = 0.000$). The

multivariate regression also upholds the fact that digital advertising is a potent determinant of performance when other digital marketing strategies are controlled. This explains why it is important to invest in digital advertisements to enhance brand exposure and customer interaction, which are crucial in ensuring long-term business growth and competitiveness in the beverage industry.

Past study argued that digital advertising helps firms acquire a competitive advantage in the business environment while at the same time enabling firms to create a strong brand in the market (Ngochi & Kihara, 2021). A past study supported the study's conclusions by asserting that digital advertisement enables firms to improve their relationship management and social customer relationship management which is critical for overall performance in the market (Onyango, 2025). The conclusions are also in support of the diffusion of innovation theory which postulates that new ideas, products, or technologies spread through a population over time. The theory has five categories of adopters, innovators, early adopters, early majority, late majority, and laggards, organizations willing to embrace digital marketing strategies to help reach customers who would not have been reaching without being innovative. According to the theory the companies within the soft drink industry must consider factors such as relative advantage, compatibility, complexity, trial ability, and observability. The theory emphasizes the use of communication channels and social systems as key in the diffusion and adoption process.

5.3.2 Content Marketing Strategy and Organizational Performance

The study also concluded that Content Marketing Strategy significantly and positively influenced the organizational performance of soft beverage companies in Nairobi County. In the bivariate analysis, content marketing has a significant influence on organizational

performance (0.566, $p = 0.000$). This is corroborated by the multivariate regression analysis, which shows that content marketing has a strong influence on the rise of brand awareness, customer loyalty and traffic to company websites. The tactic is an essential instrument of beverage companies intending to deliver a useful, SEO-friendly content to attract their audience and, therefore, improve not only short-term interactions but also long-term relationships with customers.

The conclusions therefore lead to a rejection of the null hypothesis that: content marketing does not significantly influence the performance of soft drink companies in Nairobi County. The study's conclusion is aligned with previous study which argued that the use of content marketing has enabled firms to drive brand awareness, customer engagement, and sales revenues. These strategies also enable an organization to connect with its customers in a more innovative way that aligns with the current needs in the market. The study is also in support of the dynamic capabilities theory which postulates that organizations must continuously integrate both internal and external resources to adapt to the ever-changing environment to remain competitive (Daoud et al., 2023). The emphasis of the dynamic capability view is ongoing beyond the ordinary to embrace the innovation for companies to tap into the opportunities presenting themselves, the abilities of companies to craft good content and creative ways of telling stories about a product is crucial in gaining new clients and building competitive advantage. The dynamic capability view focuses on the identification of opportunities, seizing them, and making transformations for the company to yield better performance outcomes.

5.3.3 Social Media Marketing and Organizational Performance

Additionally, the study concluded that social media marketing significantly and positively influences the performance of soft drink companies in Nairobi County, which ultimately led to the rejection of a null hypothesis claim that: social media marketing does not significantly influence the performance of soft drink companies in Nairobi county. Bivariate regression findings indicate that social media marketing is a major determinant of organizational performance (0.753, $p = 0.000$). The multivariate analysis also supports this, as social media marketing still remains to be of importance, despite the introduction of other strategies.

The involvement in such platforms as Facebook and Instagram allows beverage companies to increase their customer base and brand visibility. This is the best tactic to remain relevant in the competitive environment particularly among the younger, digitally-aware customers. The conclusions are supported by previous arguments that the long-term goal of using social marketing is the increase in revenues while the long-term use of social media helps firms create and sustain brands that are critical for long-term business survival. Besides the study supports the diffusion of innovation theory which opines that ideas or products reach out to the population at different times, the use of social media as a way of marketing while well leveraged can help information reach out to more audiences and help convert the audience to active clients. Through the use of Facebook, Twitter, and other social media platforms customers are increasingly becoming aware of products and their usage therefore social media is a significant contributor to better performance outcomes (Tariq et al., 2022).

5.3.4 E-Mail Marketing Strategy and Organizational Performance

The study finally concludes that the E-Mail Marketing Strategy significantly and positively influences the performance of soft beverage companies in Nairobi County. The conclusion therefore leads to a rejection of the null hypothesis claim that: Email marketing does not significantly lead to the organizational performance of soft beverage companies in Nairobi county. In the bivariate regression analysis, the effect of e-mail marketing is also depicted to be a positive and significant impact on the performance of an organization ($B = 0.503$, $p = 0.000$). The multivariate regression has served to affirm the fact that e-mail marketing remains a significant tool in enhancing customer retention and conversion rates, which indeed makes it a low-cost, high-impact marketing tool. Targeted and personalized e-mail campaigns lead to customer loyalty and brand retention in the minds of consumers which further lead to long-term performance of the business. The conclusions are supported a previous study which argued that E-mail marketing strategies allow businesses to increase product visibility, enhance brand image, and drive traffic to their websites through well-crafted campaigns.

These strategies are particularly effective in fostering customer loyalty, as firms can communicate directly with customers by delivering tailored messages that meet their preferences and needs. Besides, the conclusions support the dynamic capability theory which focuses on the combination of internal and external unique resources in keeping an organization competitive in a dynamic landscape, in particular, the use of electronics is in itself an innovative marketing strategy that is a resource to a company as it has a wide reach,

therefore companies selling soft drinks in Nairobi county can leverage E-mail marketing to boost performance (Muthiani, 2022).

5.4 Recommendations

The study presented policy recommendations which if implemented by managers of the soft beverage companies in Nairobi county can lead to better performance outcomes. Additionally, the study presented suggestions for future studies which is important in enriching literature by filling knowledge gaps.

5.4.1 Policy Recommendations

5.4.1.1 Digital Advertising Strategy

Soft beverage manufacturing companies should invest more in targeted digital advertising, including pay-per-click (PPC) and display ads. These efforts should be guided by real-time data analytics to enhance customer engagement and conversion rates. The advertising content should be optimized for platforms most frequented by their target audience to maximize return on investment. The study recommends that managers for soft beverage companies need to prioritize the use of digital advertising by utilizing data analytics so that they can tailor the content based on the behaviors of the customers, their preferences, and demographics.

The managers should also invest in the training of marketers on the latest digital trends to boost the conversion of customers to active clients and thus enhance business performance. Additionally, the approach to digital marketing should integrate call-to-action features and interactive content such as polls and contests to increase customer acquisition. Lastly, the digital advertising campaign should incorporate monitoring and evaluation to adjust strate-

gies accordingly. The digital advertising campaign should also promote ethical advertising campaigns to boost compliance with the regulatory bodies for the purposes of fostering customers' trust and loyalty.

5.4.1.2 Content Marketing Strategy

The study recommends that marketing managers create high-quality and engaging content with visually appealing and informative content with blogs, videos, and stories that tell about the product and the company to boost awareness and simultaneously enhance business performance. It is also important that the content leverages search engine optimization to have relevant words that improve visibility to drive more website visits and thus enhance brand recognition and sales. It is also recommended that the content marketing strategy should utilize targeted social media campaigns using platforms such as Facebook, TikTok, and Instagram to ensure that diverse customer segments are reached. Finally, the content marketing strategy needs to be regularly updated to keep the website and social media active with fresh content to maintain the audience and improve sales performance.

5.4.1.3 Social Media Marketing Strategy

Active engagement with customers, real-time feedback, and use of data analytics to monitor campaign performance are critical. Incorporating user-generated content and influencer collaborations can further strengthen brand appeal. The study recommends that soft beverage companies invest in professional social media management by training social media managers who should maintain an active and consistent brand presence to boost performance. The study also recommends active engagement using social media platforms such as Facebook and Tik Tok where the two ways of communication are prioritized through

responding to the prospective client's comments, messages, and feedback to strengthen customer relationships.

Using the social media strategy, the marketing managers should leverage data analytics to monitor performances such as engagement rates, and the growth in the number of followers. And the feedback trends boost the efficiency and effectiveness of the social media platform to ultimately enhance organizational performance. The study also recommends that soft drink marketing managers create targeted customer niches to boost sales through geo-targeted ads to reach new markets and demographics. Lastly, marketing managers should encourage satisfied customers to share their testimonials as a powerful endorsement tactic that attracts more followers and potential clients.

5.4.1.4 Email Marketing Strategy

Companies should adopt personalized and segmented email campaigns that address different customer needs. Interactive elements such as clickable surveys, embedded videos, and timely promotions can improve open and conversion rates. Email strategies should also integrate feedback loops to inform future communication strategies. The study recommended that soft beverage companies should continue investing in email marketing because it enhances their performance.

The study also recommends an enhancement of the email contents to be more engaging. The emails also need to target participants within the given niche and the message of the email should be customized in such a way that it drives the message to the target group based on their differences in the socio-demographic qualities. The study also recommends training the marketing staff to come up with more interactive emails and personalized email campaigns. The study additionally recommended an increase in the frequency and consistency of the

emails done to maintain customers' interests and this builds customer relationships. Lastly, the study recommended gathering customer response feedback to enhance the relevance and impact of the email marketing strategy.

5.4.2 Suggestions for Further Research

Future studies targeted at filling existing knowledge gaps should be studies that fill methodological, conceptual, and contextual gaps. A study needs to be conducted including more variables, the model that was applied in this study could only explain 65.3% of the changes in the performance of the soft beverage companies, and other factors that were not included explained about 34.7% of the variation. Variables that can be added to the model can either be independent variables, moderating or intervening variables. An example of a moderating variable can be stakeholder support or organizational size. It is important to consider interacting variables because a firm with larger resources or technological capabilities may experience higher returns from digital marketing compared to smaller firms with limited capacities, thus the inclusion of the interaction terms helps in improving the model specification.

A future study can also be conducted in other counties in Kenya with similar variables for purposes of comparing results and establishing more generalized findings because the current study's application and relevance are only within Nairobi County. Business environments differ and are also dynamic so it is important to determine the effects under different site settings for comparison purposes.

5.5 Study Contribution to Existing Body of Literature

Although individual digital marketing strategies have been studied in the past, the study by you is the first to combine four major strategies namely digital advertising, content marketing, social media marketing, and e-mail marketing in one setting, and that is within soft beverage manufacturing companies in Nairobi. This multifaceted approach builds upon the current literature that tend to discuss each strategy in a vacuum. The deployment of bivariate and multivariate regression analysis introduces a methodological depth to the current body of knowledge and provides a more detailed picture of the organizational performance-digital marketing strategies relationships. This methodology is unlike the past research which might have applied qualitative methodology or univariate analysis.

This study contributes to theory by extending the Dynamic Capabilities View (DCV) and Diffusion of Innovation Theory (DOI) within the context of digital marketing in soft beverage companies. In practice, it provides actionable insights for beverage firms to optimize digital strategies for improved performance. For policy, the findings encourage policymakers to support digital marketing adoption in the manufacturing sector through targeted regulations and incentives.

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APPENDICES

Appendix I: Introduction Letter

I am Lydiah Ndungu, a postgraduate student at Kenya Methodist University, pursuing a Master of Business Administration (MBA) degree. I am conducting a study titled, “Digital Marketing Strategies and Performance of Soft Beverage Manufacturing Companies in Nairobi County”, as part of the requirements for the completion of my degree.

This research aims to assess how digital marketing strategies impact the performance of soft beverage manufacturing companies in Nairobi. You have been identified as a valuable participant in this study. The information provided will be treated with utmost confidentiality and used solely for academic purposes. Your cooperation in this regard will be highly appreciated.

Thank you for considering my request. I look forward to your positive response. Should you have any questions, feel free to contact me at lydiahn161@gmail.com.

Yours faithfully,

Lydia Ndungu

Appendix II: Introduction Letter

Instructions: Please Tick appropriately

Section I: Demographic Information

1. Gender

Male ☐ Female ☐

2. Age

Below 25 years ☐ Between 26 and 35 years ☐

Between 36 and 45 years ☐ Above 45 years ☐

3. Level of Education

Certificate ☐ Diploma ☐

Bachelor Degree ☐ Masters Degree ☐

Postgraduate Degree ☐

Section II: Digital Advertising Strategy

4. Please indicate the extent to which the following Digital Advertising Strategies are carried out in digital marketing using a Likert scale where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Digital Advertising Strategy	1	2	3	4	5
Average Purchase Amount					
5. The average purchase amount has increased due to our digital advertising efforts.					
6. Our digital ads effectively encourage customers to make larger purchases.					
Ad Engagement Rate					
7. Our digital ads receive a high level of engagement (likes, shares, comments) from our target audience.					
8. Our ads successfully capture the attention of potential customers.					

Customer Conversion Rate					
9. The digital ads we run significantly contribute to converting leads into paying customers.					
10. Our advertising strategies effectively increase our customer conversion rates.					
Cost Per Click					
11. The current cost per click for our digital advertising campaigns is satisfactory.					
12. Our strategies successfully keep the cost per click at a manageable level.					

13. In your experience, what aspects of digital advertising have been the most effective in achieving your business goals?

.....

14. What improvements or changes would you suggest to enhance the impact of your digital advertising efforts?

.....
.....

Section III: Content Marketing

15. Please indicate the extent to which the following Content marketing strategies are carried out in digital marketing using a Likert scale where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Strategic Leadership	1	2	3	4	5
Brand Awareness					
16. Our content marketing efforts have increased awareness of our brand among customers.					
17. Our content effectively communicates the brand's identity to the target audience.					
Audience Reach					
18. Our content reaches a wide audience across multiple platforms.					
19. I am satisfied with the effectiveness of our content in ex-					

panding our audience base.					
New Leads					
20. Our content marketing strategy has helped generate new leads for the business.					
21. Our content successfully attracts potential customers and converts them into leads.					
Website Visits					
22. Our content has significantly increased the number of visits to our website.					
23. I am confident that our content strategy drives regular traffic to our website.					

24. How do you evaluate the success of your content marketing efforts?

.....

25. What improvements would enhance your current content strategy?

.....

.....

Section IV: Social Media Marketing Strategy

26. Please indicate the extent to which the following social media marketing strategies are carried out in digital marketing using a Likert scale Where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Organizational Structure	1	2	3	4	5
Number of Followers					
27. Our social media marketing efforts have significantly increased our number of followers.					
28. Our social media presence effectively attracts and retains followers.					
Platforms Subscribed To / Following					
29. We are actively engaging with audiences across multiple social media platforms.					
30. Our choice of social media platforms aligns well with our target audience.					
Volume of Feedback					
31. Our social media campaigns generate a substantial					

amount of feedback from followers.					
32. The feedback we receive on social media helps improve our marketing strategies.					
Number of New Clients					
33. Our social media marketing strategy has contributed to acquiring new clients.					
34. Our social media efforts effectively convert followers into new clients.					

35. How has your social media strategy evolved to meet changing customer needs?

.....
.....

36. What are the key metrics you use to evaluate the success of your social media marketing efforts?

.....
.....

Section V: E-mail Marketing Strategies

37. Please indicate the extent to which the following email marketing strategies are carried out in digital marketing using a Likert scale Where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on E-mail marketing strategies	1	2	3	4	5
Broad Market					
38. Our e-mail campaigns effectively target a broad market.					
39. E-mail marketing reaches diverse customer segments.					
Instant Audience					
40. E-mail marketing enables instant communication with customers.					
41. Our e-mails ensure real-time engagement with the audience.					
More Exposure					
42. E-mail marketing increases product visibility.					

43. Our campaigns enhance brand exposure to subscribers.					
Mass Audience					
44. E-mail marketing reaches a large audience efficiently.					
45. Our e-mails support mass communication effectively.					

46. How do you decide which keywords to target in your search engine marketing campaigns?

.....

.....

47. What challenges have you encountered in optimizing your website for search engines?.....

.....

Section VI: Organizational Performance of Beverage Manufacturing Companies

48. Please indicate the extent to which the following organizational performance of beverage manufacturing companies indicators has improved using a Likert scale where: 1= strongly disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= strongly Agree.

Statement on Organizational Performance	1	2	3	4	5
49. Our organization's profitability has consistently increased over the last five years.					
50. Our sales revenue has grown steadily in the past five years.					
51. The organization is meeting or exceeding its sales revenue goals.					
52. Our organization has successfully expanded its market share.					
53. We are outperforming competitors in gaining market share.					

54. What key factors do you believe have contributed the most to your organization's recent performance improvements?

.....

.....

55. Performance Schedule

Performance	2019	2020	2021	2022	2023
Profits					
Revenue Collected					

Appendix III: Introduction Letter from KeMU to NACOSTI



Appendix IV: Ethical Review Board License



KENYA METHODIST UNIVERSITY

P. O. BOX 267 MERU - 60200, KENYA
TEL: 254-064-30301/31229/30367/31171

FAX: 254-64-30162
EMAIL: info@kemu.ac.ke

Our Ref: KeMU/ISERC/BUS/21/2025

April 10, 2025

LYDIAH MUTHONI NDUNGU

BUS-3-2161-1/2023

Dear Lydia,

SUBJECT: DIGITAL MARKETING STRATEGIES AND PERFORMANCE OF SOFT BEVERAGE MANUFACTURING COMPANIES IN NAIROBI CITY COUNTY

This is to inform you that Kenya Methodist University Institutional Scientific Ethics and Review Committee has reviewed and approved your research proposal. Your application approval number is KeMU/ISERC/BUS/21/2025. The approval period is 10th April, 2025 – 10th April, 2026.

This approval is subject to compliance with the following requirements:-

- I. Only approved documents including (informed consents, study instruments, MTA) will be used.
- II. All changes including (amendments, deviations, and violations) are submitted for review and approval by Kenya Methodist University Institutional Scientific Ethics and Review Committee.
- III. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to KeMU ISERC within 72 hours of notification.
- IV. Any changes, anticipated or otherwise that may increase the risks or affected safety or welfare of study participants and others or affect the integrity of the research must be reported to KeMU ISERC within 72 hours.
- V. Clearance for export of biological specimens must be obtained from relevant institutions.

- VI. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal.
- VII. Submission of an executive summary report within 90 days upon completion of the study to KeMU ISERC.

Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <http://oris.nacosti.go.ke> and also obtain other clearances needed.



Appendix IV: NACOSTI License

 REPUBLIC OF KENYA Ref No: 959946	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION Date of Issue: 10/May/2025
RESEARCH LICENSE	
	
This is to Certify that Ms. LYDIAH MUTHONI NDUNGU of Kenya Methodist 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: DIGITAL MARKETING STRATEGIES AND PERFORMANCE OF SOFT BEVERAGE MANUFACTURING COMPANIES IN NAIROBI CITY COUNTY for the period ending : 10/May/2026.	
License No: NACOSTUP/25/4173129	
959946 Applicant Identification Number	
Deputy Director NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION	
Verification QR Code	
	
NOTE: This is a computer generated License. To verify the authenticity of this document, Scan the QR Code using QR scanner application.	
See overleaf for conditions	

Appendix VI: List of Soft Beverage Manufacturing Companies in Nairobi County

1. Almasi Beverages Limited- industrial area Nairobi
2. Coca-cola East Africa Ltd- industrial area Nairobi
3. Kevian Kenya Limited – Nairobi
4. Highlands Mineral Water Company – Nairobi
5. Ceres Fruit Juices Kenya – Nairobi
6. Del Monte Kenya Limited – Nairobi
7. Sunny Processors Limited – Nairobi
8. Aquamist Limited – Nairobi
9. Crown Beverages Limited – Nairobi
10. Picana Kenya Limited – Nairobi

Nairobi City County Data (2024)

Appendix VI: Research Gap Summary

Table 2.1

Author(s)	Title	Findings	Gaps Identified	How the Gaps were Filled
YachouAityassine, Al-Ajlouni, & Mohammad (2022)	Digital Marketing on Organizational Performance	Digital marketing positively impacts organizational performance, particularly in customer satisfaction, engagement, and loyalty.	The study was conducted in Malaysia, a different socio-economic environment; the focus was not on the Kenyan beverage sector.	The current study focus on the food and soft drinks manufacturing companies in Nairobi County, Kenya, addressing the gap in sectoral and geographic context.
Kawira, Mukulu, & Odhiambo (2019)	Effects of Digital Marketing on the Performance of MSMEs in Kenya	Digital marketing improves performance by up to 38%, particularly in terms of market share and revenue growth.	Focused on MSMEs in Tharaka Nithi, a different sector from the food and soft drinks industry.	The current research fill this gap by targeting the food and soft drinks manufacturing companies in Nairobi County, providing insights into this specific industry.
Njonjo et al. (2021)	Influence of Digital Strategies on firms in the Fresh Produce sector in Kenya	Digital marketing positively impacts performance, with a focus on the export market.	The study targeted export markets influenced by international laws, differing from the domestic market of the food and soft drinks sector in	The study focus on the domestic market of food and soft drinks manufacturing companies in Nairobi County, providing relevant findings for the

Author(s)	Title	Findings	Gaps Identified	How the Gaps were Filled
			Nairobi County.	local context.
Ngundo, Ngâ, & Mwangi (2020)	Digital Strategies' on Competitive Strategies and Media Houses Performance in Kenya	Digital marketing significantly impacts performance and customer engagement in media houses.	Focused on media houses, which differ from the food and soft drinks sector in terms of dynamics and customer engagement strategies.	This study explore digital marketing's effect on the food and soft drinks sector, offering industry-specific insights and comparisons.
Ngochi & Kihara (2019)	Digital Strategies on SME Performance in the LPG Distribution Sector in Nairobi County	Digital marketing is crucial for survival and growth in the LPG sector, enhancing customer engagement and market share.	The study was conducted in the LPG sector, which has different market dynamics compared to the food and soft drinks manufacturing sector.	The current research apply these concepts to the food and soft drinks manufacturing sector in Nairobi County, filling the gap in industry-specific research.
Mwangi (2019)	Digital Marketing and Performance of Pharmaceutical Companies in Nairobi County	Digital marketing enhances market share, customer retention, and sales performance in pharmaceutical companies.	The study focused on pharmaceutical companies, which have different regulatory and market dynamics compared to the food and soft drinks sector.	This research examine the food and soft drinks sector, addressing the gap by focusing on a different industry within Nairobi County.
Wanjohi & Ombui (2017)	Effect of Digital Marketing Strategies on	Digital marketing leads to increased customer	The real estate sector's dynamics differ significantly	This study address the gap by focusing on the food and

Author(s)	Title	Findings	Gaps Identified	How the Gaps were Filled
	Organizational Performance of Real Estate Firms in Nairobi	acquisition and improved market positioning in the real estate sector.	from the food and soft drinks sector, particularly in customer behavior and market cycles.	soft drinks sector, providing industry-specific insights for companies in Nairobi County.
Mwangi & Muturi (2020)	Impact of Digital Marketing Strategies on the Performance of E-commerce Businesses in Kenya	Digital marketing strategies such as SEO and social media marketing have significantly boosted sales and customer engagement in e-commerce businesses.	E-commerce businesses have distinct operational dynamics and customer engagement models compared to the food and soft drinks sector, creating a contextual gap.	This study address this gap by examining digital marketing's impact on food and soft drinks manufacturing companies in Nairobi County, providing relevant industry-specific insights.
Maina, Muturi, & Omondi (2021)	Marketing strategies and its effects on SME's performance in Kenya	Effective use of digital marketing leads to enhanced brand awareness, customer loyalty, and revenue growth for SMEs.	The research was not focused on a specific sector, making it difficult to apply the findings directly to the food and soft drinks manufacturing sector.	This study narrow the focus to food and soft drinks firms in Nairobi County, ensuring the findings are directly applicable to this sector.

