

**ELECTRONIC MARKETING STRATEGIES AND PERFORMANCE OF
LARGE SUPERMARKETS IN NAIROBI COUNTY, KENYA**

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OCTOBER, 2025

DECLARATION

DECLARATION BY THE STUDENT

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DEDICATION

I wish to dedicate this thesis to all my family members and friends Theodora, Kate, Jackie, and Michael Ochieng' for their moral support and encouragement throughout this journey of climbing the academic ladder.

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ABBREVIATIONS AND ACRONYMS

DC	Dynamic Capabilities
DOI	Innovation Diffusion Theory
ICT	Information Communication Technology
IT	Information Technology
RBT	Resource Based Theory
RBV	Resource Based View
ROI	Return on Investments
SEM	Structural Equation Modelling
SMEs	Small and Medium Enterprises
TAM	Technology Acceptance Model
VRIN	Valuable, Rare, Inimitable and Non-Substitutable Resources
WLANS	Wireless Local Area Networks

ABSTRACT

Electronic marketing (E-marketing) refers to promoting products and services through the internet. In today's business environment, it is no longer just about maintaining a social media presence but has become a central part of organizational strategy. E-marketing involves planning and running campaigns through digital platforms and online tools that help businesses connect with customers, share promotional content, and build stronger relationships. These tools include email marketing, search engine optimization, websites, affiliate programs, social media platforms, online ads, mobile marketing, viral campaigns, content marketing, e-distribution, banner ads, pay-per-click advertising, and even pop-ups. For retail businesses, e-marketing strategies are essential for growth and long-term success. They help supermarkets and other outlets reach a wider customer base, compete more effectively, and meet their performance goals. This study therefore set out to examine how e-marketing strategies affect the performance of large supermarkets in Nairobi County, Kenya. The specific focus was on content marketing, social media marketing, email marketing, and online advertising. The research was guided by four key theories: Dynamic Capabilities Theory, the Technology Acceptance Model (TAM), Innovation Diffusion Theory (DOI), and the Resource-Based View (RBV). A descriptive research design was used, targeting 120 staff members drawn from 12 supermarkets in Nairobi County. The study gathered data using questionnaires, which was then analysed through descriptive statistics (means, frequencies, percentages) as well as inferential statistics (correlation and regression) at a 5% level of significance. The results showed that each of the four strategies had a positive and significant influence on supermarket performance. Content marketing showed a strong relationship with performance ($r = .818, p < 0.05$), social media marketing also had a positive impact ($r = .504, p < 0.05$), email marketing showed a moderate positive effect ($r = .352, p < 0.05$), and online advertising was strongly linked to better performance ($r = .816, p < 0.05$). Based on these results, the study recommends that supermarkets should use digital platforms not only to promote products but also to communicate their values—such as sustainability, community service, and charitable activities—to strengthen content marketing. Since social media is particularly popular among young consumers, supermarkets should invest more resources in it. To maximize the benefits of e-marketing, businesses need to allocate adequate budgets, adopt systematic marketing approaches that target larger audiences, and encourage further research on policies around the use of customer information in digital marketing.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

E-marketing refers to promoting products and services using the internet (Emeh et al., 2019). It involves running campaigns and strategies through online platforms with the goal of engaging customers, strengthening brand visibility, and boosting profits. Digital marketing is broader and includes different forms of e-marketing, with a primary focus on brand awareness, often without necessarily expecting direct customer interaction. E-marketing strategies rely on online, wireless, or internet-based tools that businesses use to share promotional content and connect more effectively with their customers (Papadopoulos et al., 2020). These strategies are wide-ranging and constantly adapting as technology continues to advance. Some of the most common methods include search engine marketing, email campaigns, business websites, social media promotions, affiliate programs, mobile outreach, online ads, viral and content marketing, electronic distribution, banner and pay-per-click ads, as well as sticky and pop-up advertising, among others.

According to Krizanova et al. (2019) e-marketing strategies are steadily gaining ground in both consumer markets and business-to-business settings. This growth is largely driven by the interactive nature of digital tools, which allow businesses to target audiences with precision and track their behavior after they click on ads. Such capabilities improve key outcomes like website conversions in online advertising. The underlying motivation is clear: organizations want to cut costs, attract more customers,

strengthen customer loyalty, and ultimately boost profits. These goals are achieved by leveraging advanced digital marketing approaches—such as targeted website promotions—that make it easier for customers to engage and complete purchases online (García et al., 2019; Kayumovich & Annamuradovna, 2020).

Email marketing, in particular, has become a powerful tool, especially for small and medium-sized enterprises. Unlike many other digital channels, it enables direct, personal communication with customers (Chaffey & Ellis-Chadwick, 2019). Emails allow businesses to deliver tailored messages, special promotions, and updates directly to their audience, fostering stronger connections. Studies show that this strategy is not only effective for retaining customers but also for building brand loyalty (Yogananda, 2025). Regular contact through newsletters, exclusive offers, and timely updates helps businesses remain top-of-mind, encouraging repeat purchases and nurturing long-term customer relationships.

Content marketing is not just a passing trend—it's a lasting strategy that helps businesses both attract new customers and position themselves as forward-thinking players in a competitive market. For fashion brands in particular, content marketing can boost visibility, reach wider audiences, build trust, and drive stronger engagement with consumers (Silalahi & Guna, 2024). It acts as a powerful tool for strengthening brand authority (Lopes & Casais, 2022). By consistently delivering relevant and valuable content, businesses demonstrate their expertise and earn the confidence of their target audience. Beyond capturing attention, engaging content educates, informs, and connects with people. Whether through blogs, articles, videos, or other formats,

businesses can share insights, provide solutions, and create meaningful connections with their audiences (Yogananda, 2025).

Social media marketing has become a powerful tool for boosting business performance and reaching wider consumer groups. Today, customers often turn to social media to gather information before making purchases, while companies use these platforms to showcase their brands, connect with both new and existing customers, and strengthen their sales and marketing outcomes (Anne, 2020; Emeh et al., 2019). Research supports this trend—for instance, Akyuz and Ibrahim (2020) found that social media marketing significantly improved the performance of SMEs in Nasarawa State. Likewise, Anne (2020) showed that social media positively influenced the marketing performance of SMEs. In a similar vein, Gakii and Maina (2019) observed that businesses operating in competitive environments have successfully improved their sales turnover, market share, and profitability by adopting e-marketing strategies, particularly through social media marketing.

Online advertising has transformed how businesses connect with customers. Unlike traditional methods, it is flexible, innovative, affordable, and capable of reaching a much wider audience. With a creative and well-planned campaign, businesses can quickly build brand awareness, boost sales, and improve profitability (Silas & Junior, 2020). In the retail sector, the rise of online marketing has made advertising more streamlined, awareness campaigns more organized, and market outreach more cost-effective and efficient (Bharskar & Siddheshwar, 2020).

A successful online campaign not only increases visibility but can also drive impressive sales volumes within a short time (Silas & Junior, 2020). Research supports

this view: studies show that online advertising significantly boosts performance in diverse contexts. For instance, it has been linked to improved outcomes in Kenya's telecommunications industry (Adede et al., 2017), as well as in small and medium-sized enterprises (SMEs) in Kenya (Njau & Karugu, 2014) and in Kwara State, Nigeria (Ajede et al., 2025).

Yet, while businesses play a vital role in driving economic growth, many still struggle to thrive. Their performance is often undermined by challenges such as limited access to capital, poor infrastructure, unreliable power supply, and restrictive taxation and government policies (Aladejebi, 2020).

1.1.1 The Global Perspective

Setti and Wanto (2019) found that between 2009 and 2019, the countries with the largest numbers of internet users included China, India, the United States, Indonesia, Brazil, Nigeria, Japan, Russia, Bangladesh, Mexico, Germany, the Philippines, Turkey, Vietnam, the United Kingdom, Iran, France, Thailand, Italy, and Egypt, ranked in order of growth. Many of these nations are also among the world's fastest-growing economies and serve as major hubs for global manufacturing (Fang & Xu, 2020).

Globally, 2.95 billion individuals were active users of e-marketing strategies in 2019 while in 2023, this rose to over 3.43 billion (Dwivedi et al., 2021). In order to remain competitive in the current market while trying to retain an audience, increase sales or convert customers, it is essential for business owners to follow the latest developments in the use of e-marketing strategies (Ledesma-Chaves et al., 2020).

In the United States, luxury fashion brands have embraced e-marketing strategies to boost brand awareness, engage with consumers, spark buying motivation, and tap into the subtle triggers that influence purchasing decisions. These strategies not only drive business growth but also allow brands to share their heritage and identity through compelling storytelling and rich content (Romeo et al., 2024). In Europe, the growing reliance on the internet—adult usage has risen by 5%—has reshaped how people shop and make purchases. As a result, traditional offline marketing methods are losing ground, while digital approaches continue to gain importance (Pew, 2019).

In China, the owner of the Chinese online retailer Ali Baba, Jack Ma, asserted that the use of e-marketing strategies as a means of communicating with customers is essential. However, firms may exit the industry and lose market share due to competition. The achievement of the newly formed Chilly Bin in 2016 astonished many by implementing e-marketing strategies, blossoming into a profitable new enterprise that has turned into a profit of billions in just two years (Hartono et al., 2020).

1.1.2 The Regional Perspective

Africa has seen a steady rise in the use of digital platforms for business transactions. For instance, online business activity grew by 18% in 2019 compared to 2018, largely because of better internet access, which made it easier for people to engage in online trade and for businesses to adopt different e-marketing strategies (Kansal et al., 2020).

In Nigeria, Oluwatofunmi and Amietsenwu (2019) found that social media marketing, as part of e-marketing strategies, has not only connected businesses to a wider audience but has also significantly boosted business performance. They argued that traditional

advertising methods are often costly and ineffective at reaching the right audience. Similarly, a survey conducted in Nigeria revealed that for businesses to remain competitive in a fast-changing market, adopting innovative tools like e-marketing is essential for expanding operations and market reach (Otika et al., 2022). Odumosu (2019) further observed that e-marketing in Nigeria is still in its early stages. He emphasised, however, that for it to truly take root and thrive, deliberate support and regulation from the government are needed.

In developed markets such as South Africa, customers expect convenience—being able to access goods and services not only in-store but also through websites and social media platforms (Reddy & Reddy, 2017). Reddy highlights that the rise of Web 2.0, coupled with internet growth and technological advances, has enabled stronger consumer connectivity, fueling a surge in online marketing as businesses use digital channels to engage targeted audiences.

Research in Ethiopia found that both perceived ease of use and the strength of technological infrastructure significantly shaped the effectiveness of e-marketing strategies and their impact on business performance (Dagem, 2020). Similarly, a study in Zambia by Mooya and Phiri (2021) showed that factors such as internet knowledge, frequency of use, and education levels influenced how easily consumers embraced e-marketing strategies.

In Zimbabwe, supermarkets have reported positive business outcomes linked to the adoption of new technologies, better product availability, and growing food consumption (Le-roy et al., 2020). Likewise, in South Africa, Shoprite recorded a

20.3% increase in profits in 2019 compared to 2018, largely driven by technological improvements (Nair, 2020).

1.1.3 The Local Perspective

The internet has transformed the world into a global village, and Kenya has not been left behind. More business owners, from large corporations to small enterprises, are increasingly moving their operations online as an alternative to traditional marketing. Through the internet, they can reach both potential and existing customers with greater ease (Gao et al., 2023). Messaging and networking apps like WhatsApp, Facebook, and Instagram are becoming very influential, now accounting for about 15% of online shopping. In Nairobi, Jumia and Kilimall remain the most popular e-commerce platforms, attracting 38% and 22% of online shoppers respectively (Otieno, 2020).

According to Kemp (2022), Kenya has over 21.75 million internet users, with 11 million actively engaging on social media. This widespread adoption of digital tools makes investment in digital marketing not only viable but necessary. E-marketing has emerged as a powerful driver of business success and competitive advantage (Annamalah et al., 2023). For entrepreneurs, it presents an attractive option due to its accessibility, ease of use, and ability to connect instantly with a wide audience (Asortse & Denga, 2023; Kreiterling, 2023). Recent studies further emphasize that the internet has become the primary space where people spend their time, making it a prime marketplace for businesses to engage their customers (Przepiorka et al., 2023).

In Kenya, many business owners are increasingly turning to social media as a powerful tool to market their products and services (Omosho, 2023; Susanto et al., 2023).

What once began as a platform for social interaction has now become an essential part of business strategy, with firms using it to connect with potential customers and boost engagement. This shift has transformed the way business is conducted today, marking a clear departure from practices of previous decades (Annamalah et al., 2023; Asortse & Denga, 2023). Beyond its original purpose of social networking, social media is now widely recognized for the economic opportunities it creates, prompting marketers to adopt it as a key channel for promoting their brands (Purnomo, 2023).

1.1.4 Performance of Large Supermarkets in Nairobi County, Kenya

According to Kasmir (2020), performance reflects both the results of one's work and the behavior demonstrated in fulfilling assigned responsibilities within a given timeframe. Similarly, Bintoro and Daryanto (2017) see performance as the outcomes achieved by an organization whether profit-driven or not over a particular period. Rusmiati et al. (2021) further emphasize that performance can be understood as the results individuals achieve when carrying out their tasks and responsibilities.

A supermarket is a large retail store where customers serve themselves, choosing from a wide variety of foods, beverages, and everyday household items all in one place, typically arranged into different sections for convenience (Okello & Ngala, 2019). In business, performance generally refers to how well an organization achieves its goals. Zhang et al. (2019) describe it as the extent to which the outcomes of work, service quality, intangible assets, and customer relationships align with the organization's mission. For a business to perform strongly, it must not only deliver the right products and services but also do so efficiently, using the least possible resources.

Measuring performance of business entities has become a crucial aspect of evaluating business success (Dess & Shaw, 2018). In today's digital era, e-marketing plays an increasingly important role in shaping business strategies. Saura (2021) argue that e-marketing, together with Key Performance Indicators (KPIs), should be central to strategy development. In this study, KPIs will be used to assess how e-marketing influences the performance of supermarkets. Rather than assessing the business as a whole, the focus will be on measuring the effectiveness of each e-marketing strategy. These KPIs will include financial metrics such as profit levels, revenue growth, sales performance, customer base expansion, and market share. Non-financial indicators such as customer loyalty, retention, and satisfaction will also be considered to provide a fuller picture of performance.

The study will look at a range of measures to understand performance. On the digital side, this includes tracking website visits, how many of those visits turn into actual sales, the amount of revenue generated online, the cost of attracting new customers, how well customers are retained, levels of engagement on social media, and the overall return from digital marketing efforts. Beyond digital performance, broader business indicators such as total revenue, profitability, market share, customer satisfaction, efficiency in operations, and the organisation's position against competitors will also be reviewed (Saura, 2021).

Nandonde & Kuada (2018), noted that Tanzania had witnessed several supermarkets entering the local market from South Africa and Kenya in the last 20 years. The authors noted that due to the increase of supermarkets, some research had been conducted on supplier selection and retail pricing strategy, but they reckon that a lot more need to be

studied to establish the cause of decreasing performance, which has led to supermarkets closure. The researchers also established that the determinants of growth, opportunities, and challenges facing the retail sector require investigation. According to (Cytonn, 2024), the retail sector in Kenya experienced growth of supermarkets in the last two decades. In the year 2022 Tuskys had 3 stores, Uchumi 1, Choppies 0, Shoprite 0 and Nakumatt 0 while, in 2018 Tuskys had 53 stores, Uchumi 37, Choppies 13, Shoprite 2 and Nakumatt 65. Most of these stores were in Nairobi, Nakuru, Kisumu and Mombasa (Cytonn, 2022).

Kenya's retail landscape is dominated by big supermarket chains such as Naivas, QuickMart, Chandarana, Eastmatt, Carrefour, Powerstar, Kassmart, and Mathais. These supermarkets command a significant share of the market with multiple branches across the country. However, they operate in a highly competitive environment that leaves them vulnerable to market pressures. Intense competition, shifting consumer preferences, globalization, government policies, and rapid innovations have forced supermarket chains to undergo major transformations and continuous adjustments (Martin & Kinoti, 2017). At the same time, the economic climate and changes in the broader business environment have pushed several players to the brink of collapse, with once-prominent retailers like Nakumatt, Choppies, and Uchumi shutting down entirely. Even the supermarkets that remain face constant struggles to survive in this volatile sector (Kang'ethe et al., 2019).

In Mombasa City County, recent developments paint a grim picture of the supermarket industry, with some analysts suggesting that the sector is on its last legs. While there has been growth in certain areas, widespread evidence points to a significant downturn

(Madhani, 2021). What puzzles many business observers is how such heavily invested supermarket chains, operating in a rapidly urbanizing market with a growing consumer base, continue to face such severe challenges.

Supermarkets in Mombasa County need to rethink how they run and grow their businesses if they want to remain competitive in the retail sector (Kivuva, 2018). Experts in the industry point out that challenges such as poor strategic choices, weak marketing execution, overreliance on internal sourcing, mismanagement, and internal losses—among other issues—have been key contributors to the struggles facing Kenya’s retail industry overall (AbdEllatif et al., 2017). As a result, the sector is experiencing unprecedented competition and underperformance which has led to the closure of some leading supermarket brands. The closure of these leading supermarkets has led to unemployment, loss of income and revenue streams for suppliers and producers.

Kenya’s retail industry has gone through tough times, with the number of supermarket branches dropping sharply from 314 to just 189. Once-dominant players like Nakumatt, Tuskys, and Uchumi have been hit the hardest, losing their stronghold in the market. There has been a consistent decrease in performance, in as much as other supermarkets such as Quick mart and Carrefour have entered the market to fill in the void left. This sector has continued to witness slow improvement for the last five years, with some late entrants such as Choppies and Shoprite exiting the local market (Watima, 2020).

Supermarket giants like Naivas and Quickmart have taken advantage of the gaps left by collapsed retailers to fuel their own growth. With the retail sector in Kenya facing

constant turbulence, top executives are under pressure to figure out how to keep their businesses sustainable, competitive, and profitable. This means not just using their resources wisely but also ensuring they deliver real value to customers (Mutinda & Mwasiagi, 2018). One way they are doing this is by embracing e-marketing strategies. These strategies help them leverage their strengths, resources, and innovations to tap into opportunities that align with their goals, while also safeguarding against possible risks. Ultimately, the success of this market positioning depends on how well companies implement the right marketing strategies across every level—corporate, business, functional, and operational (Mwasiagi et al., 2022; Xhavit et al., 2020).

1.1.5 E-Marketing Strategies

Kalei (2020) explains that e-marketing strategies are the different ways businesses use online platforms and digital tools to reach people, showcase their products, and connect with customers. These can involve social media, company websites, online advertising, mobile apps, email campaigns, and search engine optimization. As Lipych and Mokhniuk (2020) add, e-marketing brings together different aspects of advertising, promotion, and publicity while also shaping how a product looks, is sold, and purchased in online spaces.

E-marketing strategies mainly refer to marketing activities carried out online. This includes approaches such as email marketing and the use of wireless communication channels like Wi-Fi, mobile networks, satellite connections, and other digital platforms (Gao et al., 2021). With the growing reliance on digital tools—particularly the internet and social media—many business owners are turning to more responsive marketing methods to keep their businesses sustainable in the long run (Aladejebi, 2020;

Chinazor, 2021; Saidu & Aifuwa, 2020). However, while some businesses have successfully adopted e-marketing, the pace of adoption remains slow for many others. Factors such as limited digital skills, fear of online fraud, concerns about data privacy, high maintenance costs, unreliable internet, and lack of adequate training continue to hold back wider uptake (Soyinka, 2021).

Masikonte et al. (2024) found that Kenyan retail businesses make only moderate use of e-marketing strategies, with adoption rates at about 30%. Many retailers struggle to embrace these tools because they lack the funds to set up websites, the technical skills to manage them, and the expertise needed for digital content creation. At the same time, rising competition among supermarkets has driven prices down while improving product quality and variety, which works to the advantage of customers. This makes it essential for supermarket owners to design initiatives that strengthen their competitiveness and overall performance (Nair, 2020).

1.2 Statement of the Problem

Cytonn (2024) report noted that the country's supermarket retail sector operates in a highly competitive and often unstable environment, necessitating that retailers implement robust e-marketing strategies to sustain and enhance their competitiveness. Unfortunately, many supermarkets have collapsed because they expanded their businesses without first carrying out feasibility studies on their e-marketing strategies. A survey by Otini (2020) found that 37% of respondents were supermarkets, confirming that the sector is particularly exposed to competition. This vulnerability has led to heavy debt burdens and the closure of once-dominant chains such as Nakumatt, Uchumi, Choppies, and Tuskys.

Further analysis by Cytonn (2024) showed that out of 25 major retailers, four were in financial distress due to debt. Encouragingly, three of these retailers developed repayment plans and have been gradually reducing their debt. To cope with such challenges, many retailers are turning to more integrated and comprehensive strategies, reflecting the complexity and interconnectedness of emerging risks (Ndigwa & Moronge, 2019). At the same time, new players continue to enter the retail space every year, introducing innovative e-marketing strategies that erode the market share of established leaders (Martin & Kinoti, 2017). The downfall of prominent supermarkets is a testament to this shift, alongside the growing popularity of online shopping platforms like Jumia, Kilimall, and OLX, which are reshaping consumer purchasing habits (Diba & Omwenga, 2019).

Studies from other regions reinforce the importance of e-marketing in driving business performance. For example, Teuta (2023) found that Small and Medium Enterprises in North Macedonia highly rely on e-marketing, particularly email and social media marketing, which significantly boost sales revenue, customer engagement, and brand awareness. Similarly, Akyuz and Ibrahim (2020) reported that social media marketing strongly enhanced SME performance in Nasarawa State, Nigeria, although email marketing had little effect. In Kenya, Onyango (2016) highlighted that digital strategies such as email, websites, social media, and online advertising improved revenue, market share, and profitability among flower exporters. Likewise, Anne (2020) concluded that social media, SEO, websites, blogs, and display advertising significantly improved the marketing performance of leading small and medium-sized enterprises (SMEs) in Kenya.

The positive impact of e-marketing has also been observed in other industries within Kenya. Korir (2020) found that social media, email, mobile marketing, and SEO improved hotel performance in Nakuru County, while Njoroge (2017) showed that digital channels significantly enhanced sales, customer acquisition, profitability, and market share for large bookstores in Nairobi.

Despite this growing body of evidence, there is still limited empirical research on how e-marketing strategies influence the performance of large supermarkets in Kenya. Addressing this gap, the current study seeks to establish the extent to which e-marketing strategies affect the profitability and competitiveness of large supermarkets in Nairobi County.

1.3 Objective of the Study

This study's objectives constituted, the general objective which was derived directly from the title of the study and the specific objectives which are the independent variables.

1.3.1 The General Objective

To establish the influence of e-marketing strategies on performance of large supermarkets in Nairobi County, Kenya.

1.3.2 The Specific Objectives

The following specific objectives were established to guide this study;

- i. To establish the influence of content marketing on performance of large supermarkets in Nairobi County, Kenya.
- ii. To establish the influence of social media marketing on performance of large supermarkets in Nairobi County, Kenya.
- iii. To establish the influence of e-mail marketing on performance of large supermarkets in Nairobi County, Kenya.
- iv. To establish the influence of on-line advertising on performance of large supermarkets in Nairobi County, Kenya.

1.4 Research Hypotheses

The following research hypotheses was tested in this study:

H_{01} : There is no significant relationship between content marketing and performance of large supermarkets in Nairobi County, Kenya.

H_{02} : There is no significant relationship between social media marketing and performance of large supermarkets in Nairobi County, Kenya.

H_{03} : There is no significant relationship between e-mail marketing and performance of large supermarkets in Nairobi County, Kenya.

H_{04} : There is no significant relationship between on-line advertising and performance of large supermarkets in Nairobi County, Kenya.

1.5 Significance of the Study

1.5.1 Supermarkets

Supermarket owners stand to benefit the most from this. By embracing digital marketing, they can see how tools like online advertising, email campaigns, and social media platforms can be woven into their overall strategy. These options make it possible for even small businesses to reach a wide audience without spending too much money or putting in excessive effort.

1.5.2 Marketing Agencies

E-marketing has opened up a wide range of opportunities for small business owners, giving them access to tools that were once out of reach. In the past, marketing agencies mainly depended on traditional channels like print, radio, and television to roll out their strategies. Today, however, these older methods fall short of addressing the specific needs of small and medium-sized enterprises (SMEs). The rise of e-marketing has transformed the landscape, making digital approaches far more effective. For marketing professionals, staying relevant now means embracing and mastering the full range of e-marketing strategies—such as email campaigns, social media, online advertising, and content creation—and making them an integral part of everyday business practice.

1.5.3 The Government

The findings of this study are expected to offer valuable insights to the Government of Kenya, particularly in shaping how it approaches marketing in the digital age. E-

marketing has emerged as a disruptive force, driven by rapid technological advancements, yet most of the existing laws and policies still focus on traditional marketing channels. By highlighting the role of e-marketing and its influence on the performance of small businesses and the retail sector, this study provides timely insights. These insights can guide the government in developing policies and regulatory frameworks that are better aligned with the realities of digital platforms.

1.5.4 Future Researchers

This study will provide useful guidance for future researchers interested in exploring e-marketing strategies and their impact on supermarket performance in other counties or within small and medium enterprises in Kenya. It will also help scholars identify new gaps in knowledge around e-marketing and business performance that can be pursued in further studies.

1.6 Limitation of the Study

Research limitations refer to the constraints or weaknesses encountered during the course of a study that may influence the extent to which the findings can be generalized (Maisya et al., 2019). In this study, some participants expressed concerns regarding confidentiality and were reluctant to take part, apprehensive that their responses could be exploited or mishandled by external parties to provide undue advantages to their competitors. However, this challenge was overcome by presenting to the respondents with a data collection authorization letter from the Kenya Methodist University postgraduate office and NACOSTI permit. These two documents assured the respondents that the study was purely academic in nature, thereby guaranteeing that

any information they provided would remain confidential and would not be disclosed to any third party.

1.7 Scope of the Study

The study investigated how e-marketing strategies affect the performance of large supermarkets in Nairobi County, Kenya. The researcher used a questionnaire as a tool for data collection. The study was confined to large supermarkets in Nairobi County, carried out from the month of July of the year 2025 to August, 20th 2025. The target population included sales and marketing managers, digital marketing managers, Consumer insights specialist, Brand managers, Business development representatives and retail sales managers.

1.8 Assumptions of the Study

The study assumed that the information from the respondents was true and honest and that large supermarkets in Nairobi County extensively use e-marketing strategies. The results and findings from the study will benefit future researchers, the government and entrepreneurs.

1.9 Operational Definition of Terms

Content Marketing

It is a key pillar of digital marketing, giving businesses an effective way to connect with their audiences, strengthen brand credibility, and support growth. It focuses on creating and sharing engaging online materials—like videos, blogs, and social media posts—that spark interest in a company’s products or services (Yogananda, 2025).

E-marketing Strategies

E-marketing strategies refer to the use of digital tools and online platforms that businesses can adopt to promote their products, connect with customers, and build stronger relationships. These strategies cover a wide range of approaches, including email campaigns, search engine optimization, websites, affiliate programs, social media engagement, online and mobile ads, viral and content marketing, as well as techniques like e-distribution, banner ads, pay-per-click, sticky, and pop-up advertising (Papadopoulos et al., 2020).

Email Marketing

It is the intentional use of email to share promotional messages with a group of recipients. Its main purpose is to showcase

products or services, keeping customers informed, reminding them of what's available, and ultimately encouraging them to make a purchase (Zhang et al., 2019).

Electronic Marketing

It refers to promoting and selling products or services using the internet and digital communication tools. It goes beyond just email marketing and also includes channels such as wireless networks, mobile phones, satellite systems, and other online platforms that connect people and businesses (Emeh et al., 2019).

Online Advertising

It refers to paid promotions carried out over the internet by a clearly identified sponsor, aimed at showcasing products, services, or ideas to a wide audience (Emeh et al., 2019).

Performance

It refers to how well small and medium-sized enterprises (SMEs) run their sales, marketing, financial, and management activities. It reflects both their efficiency and effectiveness in carrying out these functions. In simpler terms, it is about how successfully a business achieves its short-, medium-, and long-term goals (Lin & Kim, 2016).

Social Media Marketing

It refers to the use of digital platforms and online networks that allow people to connect, share content, and communicate interactively. Through channels such as Facebook, Twitter, Instagram, and YouTube, businesses can promote their products or services, engage with customers, provide support, drive sales, and foster positive relationships with their target audiences (Andaç et al., 2016).

Digital Marketing

This is the use of electronic platforms and tools to promote products or services. It goes beyond traditional advertising by leveraging channels such as websites, social media, email, radio, or even digital billboards to increase brand visibility. The main goal is to create awareness and recognition, often without requiring direct interaction from customers. Compared to many conventional methods, it offers a more cost-effective way for businesses to reach wider audiences (Kingsnorth, 2016).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provides a critical review of existing literature related to the study. It explores scholarly perspectives, empirical findings, and theoretical contributions that shape the understanding of the research problem. The discussion is organized to highlight key themes, debates, and trends that have emerged in previous studies. By synthesizing these works, the chapter not only situates the present study within the broader body of knowledge but also identifies the gaps that necessitate further investigation. Ultimately, the review establishes the conceptual and theoretical foundation upon which the study is anchored.

2.2 Theoretical Framework

This section provides a detailed theoretical literature on e-marketing strategies and performance of supermarkets. The study was supported by the Dynamic Capabilities Theory as the anchor theory, other theories will be Technology Acceptance Model (TAM), Innovation Diffusion theory (DOI) and Resource-Based View Theory (RBT).

2.2.1 Dynamic Capabilities View Theory

The Dynamic Capabilities theory, articulated by David Teece, Gary Pisano, and Amy Shuen in 1997, extends and refines the Resource-Based View (RBV) of the firm, originally advanced by Barney in the 1980s and early 1990s. The RBV argues that companies in the same industry achieve different levels of performance because they

possess unique resources and capabilities (Barney, 2001). However, critics point out that RBV is largely static and does not fully account for how firms maintain a competitive edge in rapidly changing markets (Priem & Butler, 2001).

The Dynamic Capabilities (DC) theory was introduced to extend the Resource-Based View (RBV), addressing its shortcomings in explaining how firms evolve, renew, and reconfigure their resource base to sustain competitiveness in fast-changing environments. While the RBV focuses on a firm's ability to gain and hold valuable, rare, inimitable, and non-substitutable (VRIN) resources, the DC perspective takes it a step further. It highlights how organizations can continuously adapt by integrating, coordinating, and reshaping their resources to remain competitive. In essence, dynamic capabilities are the processes that allow firms to adjust their strategies and reconfigure their resources, enabling them to achieve long-term competitive advantage and improved performance, even when external conditions are uncertain and evolving (Teece et al., 1997).

The concept of dynamic capabilities is rooted in two major traditions in strategic management: the resource-based view (RBV) of the firm (Wernerfelt, 1984) and market positioning theory (Porter, 1996). Within the Resource-Based View (RBV), dynamic capabilities are seen as a source of long-term performance differences between firms because they develop from organizational routines that build up over time through path-dependent processes (Barney, 2001).

In practice, dynamic capabilities enable a firm to constantly adapt and reposition itself within the market. They help sustain competitive advantage by ensuring the firm consistently maintains a wider margin between customer willingness to pay and

production costs compared to rivals (Brandenburger & Stuart, 1996). In other words, firms with strong dynamic capabilities tend to stay ahead of the curve—continuously achieving superior performance and financial results even when external conditions shift.

Teece (2014) emphasizes the need for organizations to dis-aggregate dynamic capabilities by sensing opportunities and threats in the external environment and, seizing such opportunities while putting in place remedies to address business threats. In doing so, business firms are able to transform their resources to sustain business performance.

The strength of dynamic capabilities lies in how they enable organizations to reshape their resources—creating, combining, adapting, and even letting go of them when necessary (Eisenhardt & Martin, 2017). The Resource-Based View underscores the strategic value of organizing and deploying resources effectively (Barney, 2001; Wernerfelt, 1984). However, the recognition that organizations must engage in ongoing adaptation and learning is more closely aligned with evolutionary perspectives (Helfat & Peteraf, 2009; Teece, 2014; Zollo & Winter, 2002).

Earlier contributions by scholars such as Makadok (2001) and Teece et al. (1997) advanced the assumption of a direct relationship between dynamic capabilities and firm performance. Nevertheless, empirical investigations into this relationship have remained relatively scarce. Most studies have treated dynamic capabilities as a broad, second-order concept (Ettlie & Pavlou, 2006; Pavlou & El Sawy, 2011), often overlooking how its individual dimensions behave and contribute. As Helfat et al. (2011) argue, this perspective risks oversimplifying the complexity of dynamic

capabilities. A more useful approach is to view them as multi-dimensional, where each component plays a role—an understanding that recent studies also support (Nieves et al., 2016; Singh & Rao, 2017).

Because retail businesses often have less market power and are more exposed to external pressures and environmental shifts, they must remain flexible and adaptable to survive and thrive (Wade & Hulland, 2004; Wang & Shi, 2011). In this context, dynamic capabilities become especially important for their competitiveness and long-term success. Compared to larger firms, retail enterprises often face difficulties in continually renewing and adapting their resources to align with dynamic market conditions (Wang & Shi, 2011).

A number of studies have explored how dynamic capabilities influence business performance. For instance, Chiarelli (2021) found that dynamic capabilities (DCs) enable firms to make the most of their valuable, rare, and non-substitutable resources, allowing them to adapt to market changes and ultimately improve performance. Similarly, Kariuki and Nzuki (2019) investigated the role of management information capabilities and their impact on organizational performance. Their study revealed that supermarkets integrating Information and Communication Technology (ICT) into their operations achieved better results. Building on this perspective, the current study applies the dynamic capability theory to examine how e-marketing strategies affect the performance of large supermarkets in Nairobi County.

2.2.2 Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM), developed by David Fred in 1986, provides a framework for explaining and predicting how people respond to new technologies (Dai & Kauffman, 2001). It plays a key role in understanding why individuals accept and use technology, particularly in relation to e-marketing strategies and overall business performance. The model suggests that when users encounter a new technology, their decision on whether, when, and how to adopt it is shaped by several influencing factors.

According to Davis and Venkatesh (2000), the Technology Acceptance Model has been widely tested in different contexts and shown to explain adoption rates of up to 60%. A key factor influencing adoption is the extent to which users trust the system's capacity to enhance their work performance. When people find a technology easy to use, they are more likely to embrace it, while complexity tends to discourage adoption. Since e-marketing strategies are relatively new yet designed to be user-friendly, the Technology Acceptance Model provides a useful framework for this study (Minama, 2016).

Minama (2016) and Davis & Venkatesh (2000) highlight that supermarket owners' willingness to adopt e-marketing strategies largely depends on how useful and easy to use these tools are perceived to be. This perception often outweighs the reliance on traditional marketing methods. By examining perceived usefulness and ease of use, this study sheds light on how businesses can effectively harness e-marketing for growth. The insights also provide valuable guidance for policymakers, support organizations, and business owners. The Technology Acceptance Model (TAM), with

its focus on individual perceptions, offers a fitting framework for understanding the motivations and challenges that shape e-marketing adoption, especially within the unique business context of Nairobi County.

The theory suggests that people's willingness to adopt new technologies, such as social media marketing, is shaped by their attitudes, beliefs, intentions, and how useful and easy to use they perceive the technology to be (Davila et al., 2003). In other words, users are more likely to embrace a system if it helps them accomplish their tasks effectively and efficiently. However, the theory has not gone without criticism. Bashange (2015), for instance, points out that much of the literature on the Technology Acceptance Model (TAM) treats it more as an outcome or dependent variable rather than as a framework for understanding what drives user behavior. Similarly, Zahid et al. (2013) argue that TAM overlooks important external influences, such as age and education, which can significantly shape how people respond to technology. Critics further note that human behavior is difficult to pin down, as it is often driven by underlying personality traits that may not be captured by perceptions of usefulness or ease of use alone. This means that while TAM highlights the role of perceived usefulness and ease, people's acceptance of new technologies may also depend on other subtle or personal factors beyond the model's scope.

The Technology Acceptance Model (TAM) also has its limitations, as it overlooks important factors such as cost, organizational structures, and external pressures that may compel users to adopt a particular technology. According to Park (2009), TAM remains a valuable framework for understanding and explaining people's intentions when it comes to technology use. In this study, the model provides a solid foundation

for examining how e-marketing strategies affect the performance of large supermarkets in Nairobi County, particularly in relation to social media and content marketing.

2.2.3 Innovation Diffusion Theory

Everett M. Rogers' (1987) concept of diffusion explains how new things—whether technologies, practices, products, or ideas—gradually spread through a community or society. It's about how people get introduced to something unfamiliar and how, over time, it becomes part of everyday life. This spread happens through different forms of communication, such as conversations, demonstrations, or even emails. Rogers describes this as a step-by-step journey: people first become aware of an innovation, then form an opinion about it, decide whether or not to adopt it, put it into use, and finally confirm their decision based on the results. He also points out that whether people adopt an innovation depends on several factors, like how useful they think it is, whether it fits well with what they already do, how easy it is to understand, whether they can try it out before fully committing, and how visible its benefits are to others.

This theoretical framework provides a useful lens for examining how businesses apply e-marketing strategies. Kimani (2015) highlights that online advertising and content marketing bring clear advantages, including stronger brand visibility, higher sales, and better customer engagement. While e-marketing may not always align seamlessly with traditional approaches, the two can still complement each other when used together. Minama (2016) further observes that although some, especially older generations, may find e-marketing complex, this challenge can be overcome by involving skilled digital marketers. Ultimately, the significance of adopting e-marketing lies in its tangible

outcomes, which are reflected in enhanced sales performance, expanded market reach, reduced advertising expenditures, and the strengthening of customer relationships (Ng'ang'a, 2015).

The central idea behind diffusion theories is that new innovations tend to spread from one organization to another within the same community or industry. But in today's global economy, competition is no longer just about keeping pace with local rivals in the same region or sector. Companies now face pressure from international players as well. As a result, organizations look beyond their immediate surroundings and tap into a much wider network to spot and adopt new practices that can give them an edge. It's not simply about matching what nearby competitors are doing, but also about learning from overseas firms that may be encroaching on their market share (Archibugi & Simona, 2002).

In the past, organizations mostly looked to big industry players, professional associations, consultants, and IT vendors to learn about new practices and keep up with innovation. Today, however, the internet and social media have shifted how information flows. Search engines and online platforms not only expose firms to emerging trends but also give them fresh ways to connect and engage with customers and partners. At the same time, user-generated content has become a powerful source of feedback, pushing organizations to respond and adapt to new practices.

Rogers (1987) explains that for a new innovation to gain widespread adoption, it must pass through five key stages. First, it should offer a clear advantage over the technology it may replace. Second, it must align well with existing social and technological systems. Third, it should be simple and user-friendly so that a broad

audience can easily adopt it. Fourth, people should be able to experiment with it without much risk. Finally, its benefits and impact need to be visible and noticeable to others (Swasy, 2016).

This theory has some limitations, particularly because consumer behavior and lifestyle patterns influence whether people adopt a new product or idea. The complexity involved in purchasing and using a product also plays a significant role in how quickly it spreads. Innovations tend to be adopted more easily when they are simple to understand, buy, and use. Additionally, the ability to test or try out a product or service can greatly affect how quickly it gains acceptance. While the theory outlines the key steps adopters typically go through for an innovation to take hold (Atkin et al., 2015), it is less effective when applied to explaining the adoption of more complex technologies (Lyytinen & Damsgaard, 2001).

By exploring how innovation is adopted, this study aims to help businesses design more effective e-marketing strategies that can boost growth through better marketing practices. Gaining insight into these processes will enable business owners to use e-marketing tools more effectively, enhancing their competitiveness in a constantly changing market. This theoretical framework underpins the online advertising strategy aspect of the study.

2.2.4 Resource-Based View Theory

The Resource-Based Theory (RBT), originally advanced by Penrose (2009), provides a conceptual framework for examining how organizations can strategically manage their internal resources to enhance efficiency, pursue diversification, and exploit

productive opportunities. Penrose's work was groundbreaking in suggesting that a firm should be viewed as an organized collection of resources, helping to explain how it can achieve its objectives and shape its strategic actions (Penrose, 2009).

The resource-based view (RBV) of the firm was initially conceptualized by Birger Wernerfelt in 1984 and subsequently advanced and systematized by Jay B. Barney in 1991, along with contributions from other scholars. This perspective has gained widespread recognition in business research. At its essence, the theory posits that a firm's competitive advantage arises from the distinct resources and capabilities it possesses. According to Barney (2001), resources that can create a sustainable competitive edge typically possess four key qualities: they are valuable, rare, difficult to imitate, and not easily replaceable.

The Resource-Based Theory (RBT) offers valuable insights into how businesses can employ digital marketing strategies by effectively utilizing their internal resources and capabilities to establish and sustain competitive advantage. Grounded in the principles of strategic management, the Resource-Based View (RBV) posits that a firm's unique configuration of tangible and intangible resources plays a critical role in shaping its capacity to secure a favourable market position and achieve long-term organizational success (Barney, 2001).

In examining e-marketing strategies within the business context, the Resource-Based View (RBV) theory underscores the critical role of a firm's internal resources, including knowledge, skills, technological assets, and organizational competencies. These elements serve as strategic foundations that enable firms to design and implement effective e-marketing initiatives (Barney, 2001). For example, a company

with strong e-marketing expertise and advanced technological infrastructure is better equipped to run sophisticated campaigns, including targeted online advertising, reaching specific market segments, and engaging customers across multiple digital platforms.

Barney (2001) highlights that resources are not static; they evolve and can generate value over time. Within the realm of e-marketing, this suggests that organizations may enhance their competitive advantage by strategically investing in advanced digital capabilities, cultivating an enduring culture of innovation, and ensuring that their operations adapt to shifting market dynamics and customer preferences. Firms that strategically allocate resources toward e-marketing initiatives—while preserving alignment with their core competencies and overall market strategy—are more likely to attain sustainable competitive advantages and achieve exceptional performance in the digital business environment.

It is widely recognized that studies examining resources and firm performance differ considerably in their methodologies and the way they approach Resource-Based View (RBV) research. Rouse and Daellenbach (1999) challenge the prevalent reliance on quantitative methods, arguing that such approaches may not be well-suited for RBV research. They emphasize that organizational advantages tend to be firm-specific, complex, and qualitative in nature. Similarly, Chan (2000) supports this view, suggesting that a deeper understanding of the field requires more qualitative insights to complement existing research.

In recent years, the Resource-Based View (RBV) has focused on refining the classical microeconomic theory of the firm. It treats the firm as a static, well-defined entity,

which makes it difficult to explain the diversity of industries, the variety of organizational types, and the differences in performance we see in the real world. Despite these limitations, many classical scholars recognized the RBV's potential as a powerful tool for analyzing competitive behavior within the traditional economic framework.

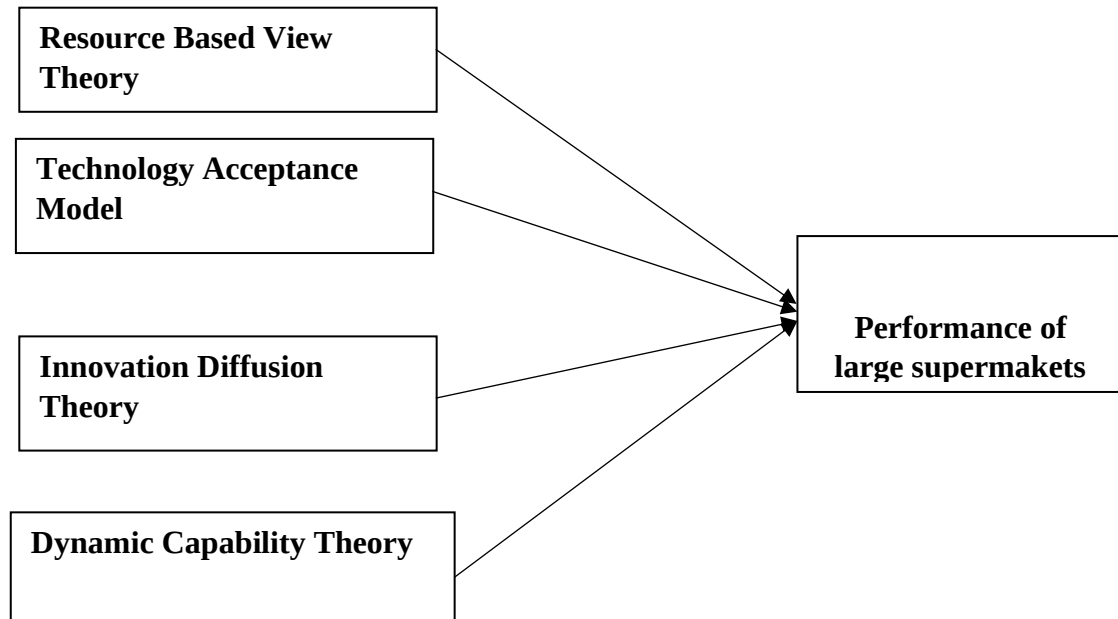
However, the RBV tends to emphasize internal, or endogenous, resources as the primary drivers of competitive advantage, often overlooking external, or exogenous, factors. Yet these external resources can also provide valuable opportunities for gaining a competitive edge (Lewis et al., 2010).

This study explores how applying the Resource-Based Theory within a business can help researchers better understand how companies use their internal resources and capabilities to develop effective e-marketing strategies. It underscores the necessity of aligning online marketing strategies with organizational strengths, promoting a culture of continuous learning and innovation, and making deliberate, evidence-based decisions regarding resource allocation in order to enhance competitiveness and secure sustainable long-term success in the marketplace.

The Resource-Based View (RBV) offers a valuable framework for examining the role of e-marketing strategies in shaping the performance and growth of supermarkets within Nairobi County. By highlighting the significance of internal resources and unique capabilities, the RBV provides insights into how digital marketing can be effectively harnessed to strengthen competitiveness and sustain long-term business development in the local context. This theoretical perspective also provides the foundation for the study's emphasis on online advertising strategies.

Figure 2.1

Theoretical Framework



Source: Author (2025)

Content Marketing

Content marketing is understood as a deliberate and strategic approach that focuses on producing and distributing relevant, valuable, and consistent content with the goal of attracting, engaging, and retaining a clearly defined target audience. The overarching objective of this approach is to cultivate trust and loyalty, ultimately converting the targeted audience into committed customers (Bosser et al., 2023).

Content marketing focuses on promoting a brand by creating high-quality, valuable, consistent, and relevant content that resonates with a clearly defined audience. The content should be authentic, original, and inspiring, helping customers engage meaningfully with the brand and fostering long-term loyalty (Grubor & Jaksa, 2018).

Producing quality and relevant content ensures that marketing resources are used effectively, avoiding wasteful advertising campaigns that fail to deliver results (Išoraitė, 2020). Through content marketing, brands can boost awareness, drive website traffic, generate leads, and retain customers. Primary avenues for executing a content marketing strategy encompass blog articles, e-books and whitepapers, infographics, as well as digital brochures or lookbooks (Desai & Vidyapeeth, 2019).

Social Media Marketing (SMM)

This marketing approach utilizes popular social media platforms such as Facebook, Twitter, Instagram, Pinterest, LinkedIn, and other comparable channels to effectively connect with and engage specific target audiences. It focuses on attracting visitors to a business's website by actively engaging with customers through different types of content on these platforms. With this strategy, businesses create tailored content for each social media channel, designed to spark interaction, encourage sharing, and connect with users in meaningful ways.

The adoption of social media marketing offers an efficient alternative way for businesses to communicate with their clients and customers because of its cost-effective nature (Imran & Arjumand, 2020). If appropriately implemented, social media marketing would improve awareness and encourage the market to purchase, identify, as well as repurchase the services and products being marketed online hence cultivating brand loyalty. Most of the social media utilized include Twitter, WhatsApp, Instagram, Facebook, and Snap Chat and have grown immensely in a way that businesses can target their consumers online (Bahadur, 2021).

According to Blassnig et al. (2019) study on social media popularity in the United States, social media marketing in the US had grown massively within the previous ten years, and it was projected to grow even further. Silva et al., (2023) carried out a study with the main goal of coming up with means of assessing the return on investment on a business from the approaches of social media marketing. The findings of the study revealed that immediate financial performance was the best means of assessing the efficiency of social media marketing campaigns because of its peculiar approach. Silva et al. (2023) instead proposed that an individual ought to concentrate on marketing performance as social media enhances brand loyalty and customer motivation. The study, however, failed to apply the model and utilize it to look at how businesses were impacted by different social media marketing campaigns.

Chen and Lin (2019) investigated the influence of social media marketing on customer satisfaction, focusing on the mediating roles of perceived value and social identification. Their findings revealed that social media marketing activities affect satisfaction indirectly through these two constructs, while perceived value and social identification also exert a direct influence on satisfaction. Ultimately, satisfaction emerged as a key determinant of customers' behavioral intentions, including continued service usage, purchase decisions, and brand engagement.

Email Marketing

Email marketing represents a cost-effective, efficient, and accessible strategy through which organizations can engage and maintain communication with both current and prospective customers. It can be used to announce new product launches, share special discounts or year-end sales, follow up with website visitors, distribute blog content,

and drive traffic to a company's website. Sending personalized emails helps foster stronger, long-term relationships with customers. Essentially, email marketing involves using electronic mail to target specific consumer groups, presenting and promoting products or services in a way that informs, reminds, and encourages them to make a purchase (Elrod & Fortenberry, 2020).

Zhang et al. (2019) conceptualize email marketing as a strategic communication approach that involves delivering promotional content to a targeted group of recipients through electronic mail. Its main goal is to connect with customers quickly and encourage immediate engagement or purchases. When integrated into a broader marketing strategy, email serves as a fast and convenient way to share information, collect valuable marketing data, and personalize messages to align with customers' specific needs and preferences (Kamarov & Anatoley, 2014).

Email marketing has emerged as a powerful tool capable of significantly enhancing the marketing outcomes of organizations across various industries. This is supported by Onyango (2016), who found a strong link between email marketing and the performance of flower firms in Kenya, particularly in terms of revenue, market share, and profitability. Similarly, Saleh (2020) reported that email marketing positively influenced the performance of small and medium-sized family enterprises in Malaysia. Correspondingly, Njau and Karugu (2014) found evidence in the Kenyan context indicating a significant positive association between email marketing and the performance of SMEs. Furthermore, Pavlov (2020) highlight that email marketing campaigns deliver double the return on investment compared to other online

advertising methods, demonstrating the strong connection between effective email marketing and increased profitability.

Chaffey and Ellis-Chadwick (2019) highlighted that email marketing can boost brand awareness by delivering content that is both relevant and tailored to individual customers. By taking advantage of the widespread use of mobile devices, email marketing becomes a powerful tool for connecting with target audiences.

Online Advertising

Innovations in online marketing can significantly boost a company's performance by helping businesses reach larger audiences, engage more effectively with customers, and collect valuable insights for more targeted advertising. By adopting emerging digital technologies, companies can strengthen brand recognition, increase sales, and enhance overall customer experience (Veseli-Kurtishi, 2023). Strategies like websites, display ads, pay-per-click campaigns, affiliate marketing, and email promotions have become widely used by businesses, particularly as a way to adapt to the challenges posed by the Covid-19 pandemic (Bularafa & Adamu, 2021).

Online advertising is the digital counterpart of traditional marketing methods, like putting up billboards along a busy road or placing ads in newspapers and magazines. It manifests in diverse formats such as banner advertisements, interactive content, rich media displays, and video commercials. Thanks to their visual appeal, these ads are highly effective at grabbing attention. What makes online advertising particularly powerful is its ability to target specific audiences based on factors such as the content of the website, location, age, gender, or the type of device being used. This means

marketers can show the right ad to the right person, helping to reduce costs and boost sales (Mishra et al., 2022).

Negedu and Isik (2020) conducted a case study on the Abuja Municipal Area Council. They collected survey data from 438 respondents and analyzed it using SPSS software. The survey aimed to understand both the role and the impact of social media advertising on businesses within the council. The findings were illustrated using bar charts, frequency tables, and histograms. Results showed that social media advertisements had a strong and positive effect on business growth in Nigeria.

2.3 Empirical Review

2.3.1 Content Marketing and Performance of large supermarkets

Yaseen et al. (2019) explored how content marketing impacts the growth of small and medium-sized tech companies in Jordan. By analyzing both content marketing strategies and financial performance, they found that businesses producing high-quality, relevant content saw stronger growth. Companies that regularly shared informative content tailored to their audience tended to perform better than those with less focused marketing efforts. The study highlights that in the technology sector, the relevance and quality of content are key drivers of business growth.

Chen et al. (2023) explored how using a variety of content formats affects the growth of small and medium-sized enterprises (SMEs) in China's consumer goods sector. By analyzing sales figures alongside content engagement data, they discovered that SMEs that incorporated a mix of content types—such as blog posts, videos, and infographics—experienced higher growth compared to those sticking to fewer

formats. Their study emphasized that diversifying content helps businesses connect with different audience preferences and can drive stronger performance in the consumer goods industry.

Nikhil (2021) explored how long-term investments in content marketing strategies influence the growth of small and medium-sized enterprises (SMEs) across different industries in India. Through a longitudinal examination of financial data spanning multiple years, they discovered a clear and lasting link between consistent content marketing efforts and business growth. SMEs that regularly focused on creating, distributing, and promoting content saw stronger and more sustained growth than those that approached content marketing irregularly or minimally. The study highlights that committing to content marketing over the long term can be a powerful driver of growth for SMEs.

Lieb (2022) explored how content marketing influences customer loyalty and drives traffic toward specific content providers. Their study examined the concept of digital content marketing and assessed how engaging marketing content can foster stronger loyalty among customers. The research focused on postgraduate students at Ahmadu Bello University in Nigeria. To gather insights, the researchers developed and administered questions related to content marketing strategies that could encourage customer loyalty. Using the Pearson Correlation Coefficient to analyze the data, the study found that providing clear and reliable content significantly enhances customer satisfaction. Overall, the findings indicate a positive relationship between digital content marketing and customer loyalty within Nigerian universities.

Udegbe (2017) explored how content marketing strategies contribute to business success in selected Nigerian companies. The study employed a survey research design and used convenience sampling to select participants. Questionnaires were distributed to 700 staff members from service and manufacturing companies, with 584 completed questionnaires returned, representing an 83.43% response rate. The collected data were subjected to analysis using descriptive statistics, percentages, and t-test procedures. Tests of validity and reliability further confirmed the soundness and appropriateness of all the variables employed in the study. The results showed that most respondents responded positively to the questionnaire items, though responses varied in intensity. Overall, the study concluded that content marketing is actively practiced and fairly well integrated into the operations of the surveyed companies, largely due to the benefits it offers.

Kitetu (2022) investigated the influence of digital marketing on student enrollment within private hospitality institutions in Kenya. Adopting a descriptive research design, the study examined a target population of 7,813 students drawn from 35 hospitality schools in Nairobi County, from which a sample of 381 students was selected. The findings indicated that content marketing exerted a positive influence on student enrollment. Based on these results, Kitetu concluded that digital marketing strategies constitute a critical driver in enhancing enrollment in private hospitality colleges in Kenya.

2.3.2 Social Media Marketing and Performance of large supermarkets

Arthur et al. (2020) carried out a study that explored how social media marketing impacts the performance of small and medium-sized enterprises (SMEs) in the United

Arab Emirates. The main objective of the research was to evaluate the extent to which social media marketing contributes to improving the operational efficiency and overall business performance of SMEs in this specific regional setting. The researcher employed quantitative methodology, and he administered three hundred and fifty questionnaires, out of which two hundred and sixty-three were received back; however, only two hundred and forty-five were utilized in the research analysis. The findings indicated that the use of email, Twitter, and WhatsApp had a notable and positive impact on the performance of small and medium-sized enterprises.

Ghanem & Hamid (2020) also conducted a study to find out the influence of WhatsApp, Facebook, Email, and Twitter on the performance of SMEs in the United Arab Emirates. Ghanem and Hamid (2020) centered their research on examining how organizational culture mediates the relationship between the performance of small and medium-sized enterprises (SMEs) and the use of social media marketing tools in Abu Dhabi. Data were gathered from Abu Dhabi's SMEs, and the research utilized a 24 quantitative approach in collecting respondents' data. Thereafter the analysis of the results was done using AMOS software and SPSS because the research was quantitative. The findings of the study indicated that the utilization of social media platforms was positively associated with the performance outcomes of SMEs in Abu Dhabi, suggesting that those organizations that used social media in running their businesses had improved performance.

Syaifullah et al. (2021) examined how social media marketing impacts the operational performance of medium-sized enterprises across Asia during the COVID-19 pandemic. The study employed a quantitative research approach and applied Structural

Equation Modeling (SEM) using the Partial Least Squares technique to analyze the gathered data. Researchers used purposive sampling to select 254 medium-sized companies that actively engage in social media marketing. Data were collected through online questionnaires. The study indicated that the effectiveness of social media marketing is influenced by several factors, notably compatibility, perceived usefulness, and the perceived ease of use. Moreover, the findings demonstrated that leveraging social media for marketing positively affects business performance, particularly by boosting sales, enhancing customer relationships, and fostering productivity and creativity. However, since purposive sampling was used, there is a potential risk of sample bias, which represents a methodological limitation of the study.

Jacobson et al. (2020) investigated the influence of social media marketing on business performance, with particular emphasis on medium-sized enterprises located in Arusha City. The research collected data from a total of 90 medium-sized companies engaged in providing a diverse range of products and services both locally and beyond. Participants were randomly selected, and information was collected through questionnaires, with the results analyzed using descriptive methods. The findings revealed that social media marketing is primarily leveraged to stay competitive, enhance online visibility, and respond to customer inquiries. Additionally, the data suggested that medium-sized companies experienced a modest improvement in performance after adopting social media marketing. However, the study had a methodological limitation, as it relied on cluster sampling, which can increase the risk of sampling errors.

Ng'ang'a (2022) conducted a study to examine the influence of e-marketing on the performance of small and medium-sized enterprises (SMEs) operating in Nairobi's Central Business District, Kenya. The research particularly focused on assessing the effects of social media marketing, search engine marketing, and content marketing on the overall performance of SMEs. Using a descriptive research design, the study focused on a population of 2,100 principal managers of SMEs, from which a sample of 393 respondents was selected. The collected data were analyzed through multiple regression and correlation methods. Findings revealed that social media marketing, search engine marketing, and content marketing each have a significant and positive influence on SME performance.

2.3.3 Online Advertising and Performance of large supermarkets

Ahmed et al. (2019) examined how online advertising functions as a strategic tool for promoting brand sustainability, focusing specifically on the fast-moving consumer goods (FMCG) and service sectors in Pakistan. The research collected data from 910 respondents through a modified questionnaire and employed quantitative analytical techniques, such as structural equation modeling, exploratory factor analysis, and confirmatory factor analysis to investigate the relationships among the studied variables. Their findings indicated that all digital media and online advertising channels had a significant and positive impact on enhancing brand sustainability in these sectors. Nonetheless, the study employed a survey design, which could constrain the validity and reliability of its findings, thereby revealing a notable methodological limitation.

Oyedele et al. (2020) investigated the influence of online advertising on the operational performance of small-scale enterprises in Nigeria, with a particular emphasis on SMEs located in Ikeja, Lagos State. Using a survey research design, the study collected data from 221 SMEs through questionnaires. The researchers analyzed the data using ANOVA, correlation, and regression techniques. The study indicated that online marketing positively influences the performance of SMEs, fostering youth self-employment and supporting broader objectives of economic growth and regional development.

Odero et al. (2019) examined how online advertisements influence consumer decision-making, focusing on leading online shopping platforms in Kenya. The study used a descriptive research design and targeted managers from five Nairobi-based online shopping companies, as well as friends and colleagues who frequently shop online. A stratified sampling method, combined with random selection, was employed to choose 92 respondents from the target population. Primary data was collected through questionnaires. The results revealed that online advertisements that align with a brand's message provide consumers with compelling reasons to stay engaged with the company, ultimately contributing to improved business performance.

2.3.4 Email Marketing and Performance of large supermarkets

Teuta (2023) explored how e-marketing influences the performance of small and medium-sized enterprises (SMEs) in North Macedonia. The study focused on how e-marketing affects sales revenue, customer acquisition, brand awareness, and overall business performance. Using a survey approach with stratified random sampling, the research involved 165 companies from various regions across North Macedonia. The

study employed a survey research design. The findings reveal that small and medium-sized enterprises (SMEs) in the country are progressively integrating e-marketing strategies into their operations, with social media and email marketing identified as the most widely utilized platforms. Notably, the study demonstrates that e-marketing exerts a significant positive influence on SME performance, particularly by enhancing sales revenue and fostering stronger customer engagement.

Hindu (2021) carried out an investigation into how digital marketing strategies influence the performance of medium-sized enterprises in Abuja. The research focused on how e-mail marketing and social media marketing impact the performance of these SMEs. Using a survey research design, the study sampled 63 owners and managers of medium-scale businesses in the city. Data analysis was conducted through Pearson correlation and regression techniques. The study's findings indicate that both social media and e-mail marketing exert a substantial and positive influence on the performance of SMEs in Abuja.

Njau and Karugu (2014) investigated how electronic marketing influences the performance of small and medium-sized enterprises (SMEs) operating in Kenya's manufacturing sector. Their research investigated a range of digital marketing strategies, encompassing online advertising, blog marketing, email campaigns, and search engine marketing, to understand their influence on business outcomes. Using a survey research design, they selected a sample from a target population of 500 SMEs through simple random sampling. The study's findings indicate that each of the e-marketing strategies analyzed—namely online advertising, blog marketing, email

marketing, and search engine marketing—exerted a significant and positive influence on business performance.

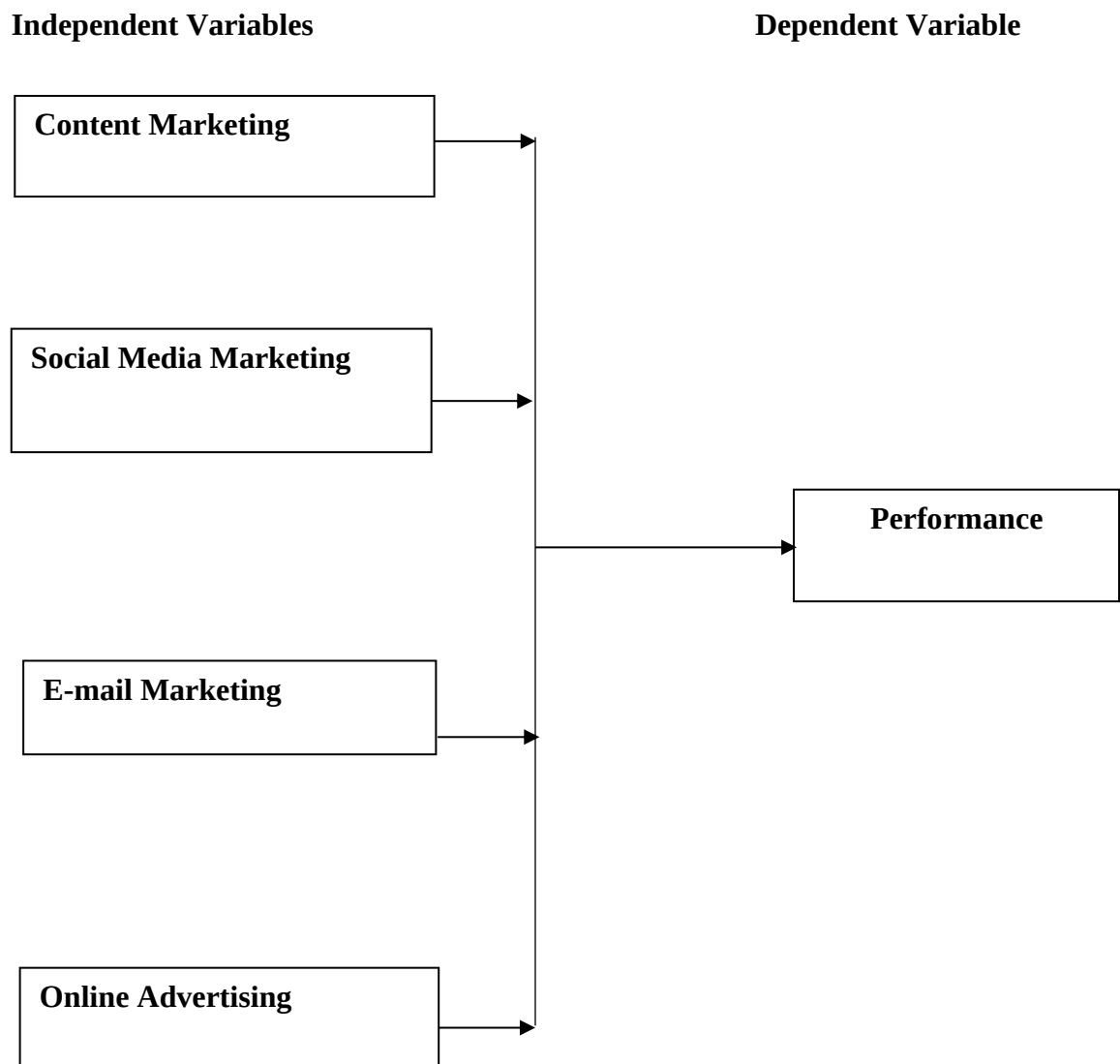
This study examined the determinants and obstacles influencing the implementation of e-marketing practices within travel agencies. Employing a qualitative research approach, the study examined the digital platforms most frequently employed within the industry. Findings showed that e-mail and social media are the primary e-marketing tools. Websites and e-mail marketing emerged as especially significant tools for organizational communication, marketing, and brand promotion. Additionally, social media platforms—such as Facebook, WhatsApp, Instagram, Twitter, LinkedIn, SMS, YouTube, and blogs—were employed, albeit with varying degrees of popularity. Unlike previous studies that focused broadly on digital platforms, this study specifically concentrated on e-mail marketing.

Hartemo (2016) explored email marketing in an era where consumers hold more power and influence. The study reviewed 95 previous research articles and found that email marketing facilitates interactive, personalized, and engaging communication between organizations and their customers. It also highlighted that email empowers consumers to share information and actively participate in the communication process. Based on these findings, the study suggested that organizations should adopt new strategies to fully leverage the potential of email marketing. Expanding on this foundation, The current study investigates how the use of email marketing platforms influences the operational performance of tour operator companies in Kenya.

Figure 2.2

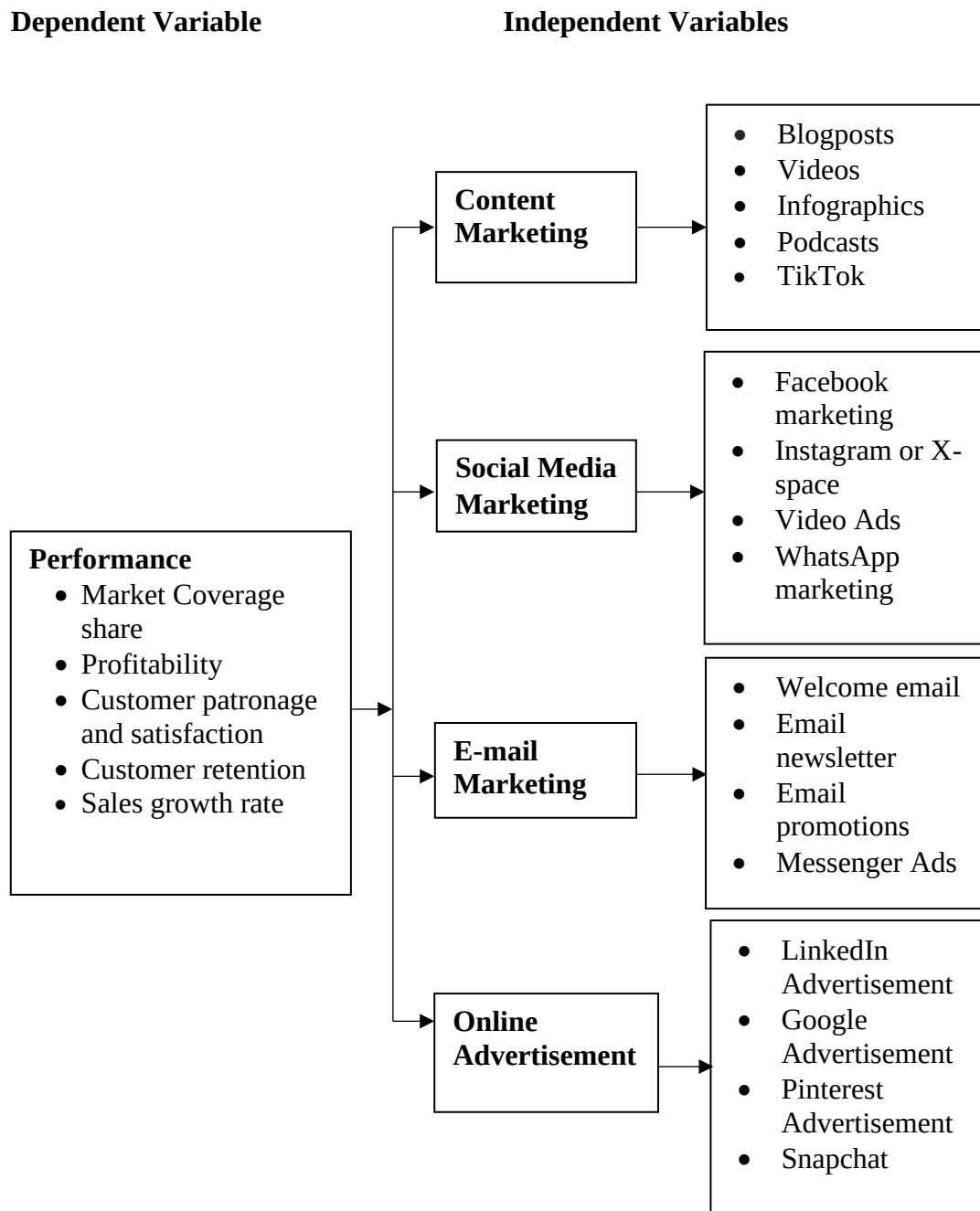
Conceptual Framework

The independent and dependent variables are illustrated and outlined in the figure presented below;



Source: Author 2025

Figure 2.3
Operational Framework



Source: Author 2025

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter provides a comprehensive account of the research methodology adopted for the study. It systematically elaborates on the research design, target population, sampling strategies, data collection instruments, and the procedures utilized for data gathering and analysis. Additionally, the chapter discusses the measures undertaken to ensure the reliability and validity of the research findings and highlights the ethical principles that guided the entire research process. By clearly describing the methodology, this chapter provides the foundation for understanding how the study's findings were obtained and ensures that the research process is transparent, rigorous, and replicable.

3.2 Research Design

Williams (2016) defines a research design as a structured framework that guides a study, detailing the procedures and strategies employed to collect and analyze data related to the variables under investigation. It serves as a blueprint guiding how data is collected, measured, and examined to address the research problem. Cooper and Schindler (2018) defines a research design as a plan or strategy that explains the arrangement and structure of relationships between study variables as well as the technique used to gather empirical data on those relationships and a methodological framework intended to address particular research inquiries.

The overall plan and timeline for the research are outlined in the research design selected for a project. A descriptive research design was applied in this study to look at the relationship between two variables. This kind of design ascertains if variations in one variable directly affect variations in the other. The descriptive correlational research approach is helpful in addressing the who, what, when, where, and how issues related to the study problem. Furthermore, according to Creswell and Creswell (2017), this design was to determine if the independent and dependent variables have a linear relationship. Descriptive surveys are a type of data collection where participants are interviewed or the general public is given questionnaires (Creswell & Creswell, 2017). This research used a descriptive survey to look at e-marketing strategies and performance of large supermarkets in Nairobi County, Kenya.

3.3 Target Population

Kothari and Garg (2014) describe a research population as the entire group of individuals, objects, or events that a researcher intends to study. Similarly, Mugenda and Mugenda (2013) define a target population as the complete set of elements possessing particular characteristics that align with the parameters of a given study. Consequently, a study's target population can be understood as the collective "universe" of individuals, objects, or entities from which a sample is drawn for the purpose of measurement and analysis.

This research targeted a population of twelve supermarkets in Nairobi County, Kenya and a census of the large supermarkets in Nairobi County was carried out. Oakes and Kaufman (2017) describes a census as the comprehensive collection of information gathered from every individual within the population that constitutes the focus of a

given study. Cohen et al. (2017) explained that conducting a census is appropriate when detailed information about numerous sub-groups within a population is required, and when the overall population size is manageable enough that cost constraints do not pose significant limitations. Conversely, Marshall and Rossman (2014) emphasized that sample surveys are most appropriate in situations where conducting a complete census of all elements within a population is either impractical or impossible. Accordingly, this study focused its analysis on large supermarkets situated within Nairobi County, Kenya, whereas the unit of observation encompassed key personnel involved in organizational marketing and sales functions, including sales and marketing managers, digital marketing managers, consumer insights specialists, brand managers, business development representatives, and retail sales managers.

Table 3.1

Distribution of Target Respondents

Category	Size
Sales and Marketing Managers	12
Digital Marketing Managers	12
Retail Sales Managers	12
Consumer Insights Managers	12
Brand Managers	12
Business development representatives	60
Total	120

Source: Supermarket Human Resource Records (2024)

3.4 Sample Size and Sampling Procedure

A sample design is the systematic approach employed to select respondents for a study (Kothari, 2004). Sampling involves the deliberate selection of a limited number of individuals or elements from a clearly defined population, with the objective of enabling valid generalizations about the entire population.

According to Babbie (2010), a sampling technique or design refers to a structured and systematic approach that enables a researcher to identify and select participants who possess the specific attributes required to provide relevant information for addressing the study's research questions. Employing an appropriate sampling technique enables the researcher to obtain a representative sample that is most suitable for gathering the required information effectively.

The sampling frame for this study comprised large supermarkets located in Nairobi County, from which a representative sample was drawn. According to Bailey (2008), a sampling frame provides the basis for identifying the sampling unit—defined as an individual element within a specified population under study—and thus serves as the essential foundation from which the random sample is selected.

According to Bell (2018), a sample comprises a subset of individuals or elements that embody the essential characteristics of the broader population. It should be sufficiently large to ensure accurate representation, while remaining feasible and cost-effective for data collection. In this study, a stratified sampling technique was employed across the identified strata, enabling the researcher to obtain a representative and economically viable sample of supermarket staff.

$$n = N / [1 + N(e)^2]$$

whereby n represented the final sample size for the staff respondents, N denoted the total population of the staff, and e referred to the margin of error applied in the study, which was set at 5%. Accordingly, the sample size was calculated as follows;

$$n = 120 / [1 + 120(0.05)^2] \cong \mathbf{92} \text{ respondents}$$

Table 3.2

Sample Distribution

Category	Population	Ratio	Sample size
Sales and Marketing Managers	12	0.1	9
Digital Marketing Managers	12	0.1	9
Retail Sales Managers	12	0.1	9
Consumer Insights Managers	12	0.1	9
Brand Managers	12	0.1	9
Business dev. representatives	60	0.5	46
Total	120	1.0	92

Source: Researcher (2025)

3.5 Data Collection Instruments

The study employed both primary and secondary sources of data. Primary data were obtained through the use of questionnaires and interviews. A questionnaire serves as a data-gathering instrument in which selected respondents provide written answers to a structured set of written questions (Gillham, 2008; Heyman et al., 2001). A questionnaire is a research tool designed to gather information from a large group of respondents, with its primary purpose being the translation of study objectives into precise and structured questions. Responses for every question give the necessary data for verifying the hypotheses.

A questionnaire offers several advantages that make it more effective than other data collection instruments. These include its efficiency in gathering information from large samples, the minimization of researcher bias since responses are recorded in written

form, and the assurance of confidentiality for participants. To collect relevant data from respondents, a standardized questionnaire was carefully designed to encompass all key variables pertinent to the study. This research employed a self-administered semi-structured questionnaire alongside a Google Form due to their ease of distribution, cost-effectiveness, and ability to ensure respondent privacy (Sekaran & Bougie, 2014). The selected questionnaire incorporated both open-ended and Likert-scale questions. The Likert-scale items were structured on a five-point scale ranging from 1 (strongly disagree) to 5 (strongly agree), allowing for the assessment of participants' perceptions and attitudes. Additionally, secondary data sources were utilized to complement the primary data collected through the questionnaire. Secondary data is defined as data that is obtained and processed through analysis by other party (s) and can be applicable in other studies (Cooper & Schindler, 2018).

3.6 Data Collection Procedures

To facilitate the data collection process, the researcher secured both an introduction letter and ethical clearance from the University's postgraduate office. These letters outlined the study's purpose and formally requested permission from relevant authorities to conduct the research. Additionally, the researcher obtained the necessary license and formal approval from the National Council for Science, Technology, and Innovation (NACOSTI) to conduct the empirical investigation.

Research assistants were engaged to facilitate data collection for the study. Prior to fieldwork, they received comprehensive training on essential interview techniques, accurate recording of participant responses in questionnaires, methods for selecting and sampling study respondents, and a clear understanding of their roles and

responsibilities throughout the data-gathering process. The research assistants took part in the pre-testing of the study instruments to identify any potential challenges that might arise during data collection and to evaluate the overall effectiveness of the training they had received. The researcher, together with the research assistants, distributed the questionnaires to the respondents both in person and via email. The completed questionnaires were subsequently collected at the predetermined time.

3.7 Pilot Testing the Research Instruments

Marczyk et al. (2005) states that a pilot test marks the initial stage of data collection in the research process. It helps to identify potential weaknesses and gaps in the research design and instruments, while also providing preliminary data for selecting a probability sample. Mugenda (2008) recommends that pilot studies involve a relatively small subset of the target population, generally between 1% and 10%. Accordingly, in this study, a pilot test was conducted in Nairobi Central Business District using 10% of the sample size to ensure the research instruments were valid and to confirm that the study design was suitable for capturing the required data. According to Dikko (2016), pilot testing is done before the main data collection to verify the reliability and validity of the instruments.

3.7.1 Reliability and Validity of Research Instruments

In research, reliability refers to how consistently a tool or instrument measures a particular concept (Bell et al., 2022). A reliable instrument is regarded as one that demonstrates consistency and maintains measurement stability across various conditions, producing comparable results under similar circumstances (Abbott &

McKinney, 2013). Bell et al. (2022) highlighted two key points to consider when assessing the reliability of a quantitative research instrument. The first is stability, which looks at whether the measurement remains consistent over time. The second is internal reliability, which examines how well the different parts of the instrument work together to produce consistent results. To facilitate this, Cronbach alpha coefficient is determined.

Validity denotes the degree to which a measurement precisely captures or assesses the specific construct it is intended to evaluate (Bell et al., 2022). In line with this, Dikko (2016) asserts that the validity of a research instrument reflects its ability to collect data that is both pertinent and significant in addressing the objectives of the study. According to Mugenda (2008), validity can take several forms, including construct, content, and criterion validity. Content validity typically involves evaluation by experts or a panel of judges (Bell et al., 2022). In this study, both content and construct validity were ensured through the expert review and guidance provided by the thesis supervisors.

3.8 Data Analysis and Presentation

3.8.1 Data Analysis

The data was analysed using the Statistical Package for Social Scientists (SPSS). SPSS provides robust capabilities for managing data and performing a wide range of statistical analyses, making it suitable for datasets of any size.

Descriptive statistics were employed to summarize the general characteristics of the study population, presented through percentages and frequency distributions. In

addition, inferential statistics were applied using a multivariate regression model and correlation analysis, which allowed for examining and confirming the relationships between the independent (exogenous) and dependent (endogenous) variables in the study.

The multivariate regression model is shown below:

Model 1:

$$Y = \beta_0 + \beta_1 X_{i1} + \beta_2 X_{i2} + \beta_3 X_{i3} + \beta_4 X_{i4} + \varepsilon$$

Where;

Y = dependent variable (Supermarkets Performance)

$X_{i1}, X_{i2}, X_{i3}, X_{i4}$ = independent variables

Where: X_{i1} - Content Marketing

X_{i2} – Social Media Marketing

X_{i3} – Email Marketing

X_{i4} – Online Marketing

β_0 = Constant term

$\beta_1 \dots \beta_5$ = regression coefficients of the exogenous variables

ε = error term

3.8.2 Data Presentation

Hair et al. (2017) advise that descriptive graphs and charts aid in comprehending data and thus they elaborate and efficiently communicate complicated issues inherent in a data set. The study examined the data descriptively and summarized the results of hypothesis testing using tables, pie charts, and graphs. These visualizations highlighted

the statistically significant findings along with their corresponding levels of significance. The results were carefully organized to align with the specific objectives of the study.

3.9 Diagnostic Tests

This study examined whether the data met key statistical assumptions, including normality, heteroscedasticity, homoscedasticity, and multicollinearity. As Pedace (2013) notes, violating these assumptions can undermine the validity of statistical results, since most tests rely on them to draw accurate conclusions about a sample. If these assumptions are not satisfied, there is a risk of committing Type I or Type II errors, which could compromise the reliability of the analysis.

3.9.1 Normality

A normality test is essential in determining the shape of a data distribution, thereby facilitating the prediction of dependent variable scores (Paul & Zhang, 2010). Variables that follow a normal distribution are expected to have a mean of zero. This implies that the variance between the actual observed data and the model should be zero or close to zero, as suggested by Jones-Farmer et al. (2014). Conducting normality analysis is therefore crucial in verifying whether data conforms to a normal distribution pattern. The two most commonly employed tests for assessing normality are the Shapiro–Wilk and Kolmogorov–Smirnov tests.

The Shapiro–Wilk test is particularly useful for small sample sizes (fewer than 50 observations), although it can also be applied to larger datasets. According to statistical convention, if the significance value obtained from the Kolmogorov–Smirnov test

exceeds 0.05, the data can be considered normally distributed; however, if it falls below this threshold, the data significantly deviates from normality (Cohen et al., 2017).

3.9.2 Heteroscedasticity

Heteroscedasticity test refers to an occurrence where the discrepancy or variance of the endogenous variable differs throughout the data. This signifies a scenario where the discrepancy of the disturbance term is constant (homoscedasticity). Heteroscedasticity complicates statistical analysis because many regression techniques rely on the assumption that the variance of errors is constant across observations (Park, 2009).

3.9.3 Multicollinearity

Multicollinearity refers to the existence of intercorrelations among predictor variables. It arises when several independent variables are included in a model and exhibit relationships not only with the dependent (endogenous) variable but also among themselves. The main effect of multicollinearity is the inflation of the coefficient standard errors (SE), which become substantially larger than normal or significantly different from zero. When the correlation between the independent (exogenous) variables exceeds 0.8, it is recommended that corrective measures be undertaken to address this issue (Cooper & Schindler, 2018).

3.10 Ethical Considerations

There are several ethical considerations in research including, informed consent, confidentiality and privacy, minimizing risks and harm, and protecting intellectual property throughout the research (Adams et al., 2017; Van Delden & van der Graaf, 2017).

Informed consent is important in research because the respondents should be made aware of the possible risks, the purpose of the research, the procedures, and their rights before voluntarily participating in the study. The researcher had a consent form that the participants signed indicating that they were aware of the research procedure and purpose of the study and that they voluntarily participated (Clark-Kazak, 2017).

Maintaining confidentiality and privacy throughout the research is important so that the information obtained from the study is securely kept and only authorized persons can access that data. The researcher anonymously identified respondents so that the identities of the respondents were not revealed to boost trust and increase participation (Harriss et al., 2022).

The researcher enforced necessary efforts to ensure that during the study, physiological or social harm was minimized to enhance the well-being of the respondents, the researcher used a polite language and professionalism to avoid conflict during the data collection period. The researcher submitted the NACOSTI research permit together with authorization letter and ethical review letter from the University to the authorized individuals of the target population for evaluation of ethical practice to promote

responsible research where participants are protected and compliant with ethical guidelines (Ellis-Barton, 2016).

CHAPTER FOUR

RESULTS AND ANALYSIS

4.1 Introduction

This chapter provides a comprehensive presentation, analysis, and interpretation of the data collected in alignment with the study's objectives. It offers a systematic examination of respondents' responses, identifying key trends, patterns, and relationships pertinent to the research problem. The chapter commences with a detailed description of the participants' demographic characteristics, followed by an in-depth analysis of the variables under investigation. Findings are presented through tables, charts, and descriptive summaries to enhance clarity and facilitate understanding. Additionally, the results are interpreted within the context of the study's theoretical framework and existing literature, thereby laying a solid foundation for the discussion and conclusions presented in the subsequent chapter.

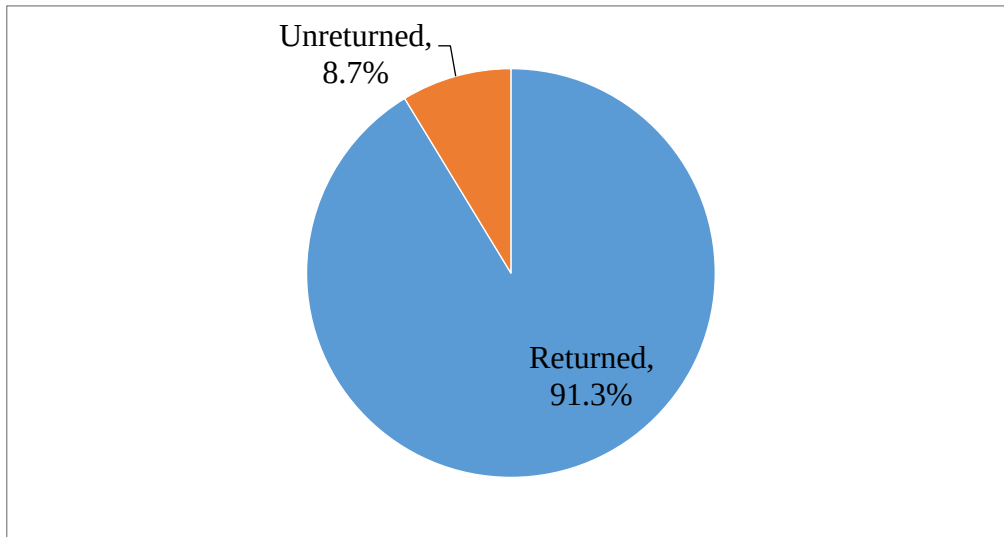
4.2. Response Rate

Stinchcombe (2023) defines a response rate of 50% as the minimum acceptable level, 60% as the preferred level, and anything beyond 70% as very praiseworthy. This study's target population was 12 large supermarkets in Nairobi County. The targeted respondents were sales and marketing managers, digital marketing managers, retail sales managers, consumer insights managers, brand managers and business development representatives in the large 12 supermarkets in Nairobi County. Out of the 92 questionnaires administered, 84 were fully completed and returned, resulting in

a substantial response rate of 91.3%, which underscores the reliability and representativeness of the collected data.

Figure 4.1

Response Rate



Source: Research Data (2025)

4.3 Reliability Analysis

To evaluate the reliability of the research instrument, Cronbach's Alpha was employed to determine the internal consistency of the scale, effectively assessing whether the items within each scale coherently measure the same underlying construct. As noted by Yin et al. (2017), a Cronbach's Alpha coefficient of 0.7 or above is generally regarded as acceptable. As presented in Table 4.1, all five scales surpassed this threshold, demonstrating a high level of reliability. Therefore, it can be concluded that the instrument is dependable for the study.

Table 4.1

Reliability Analysis

Determinant	No of items	Cronbach's	Verdict
Content Marketing	5	.902	Reliable
Social Media Marketing	5	.922	Reliable
E-mail marketing	4	.813	Reliable
On-line advertising	4	.888	Reliable
Performance	5	.929	Reliable
Overall Reliability	23	.853	Reliable

Source: Research Data (2025)

The Cronbach's alpha scores show that the data collection tool performed reliably, with all values surpassing the recommended threshold of 0.7.

4.4 General Information of the Respondents

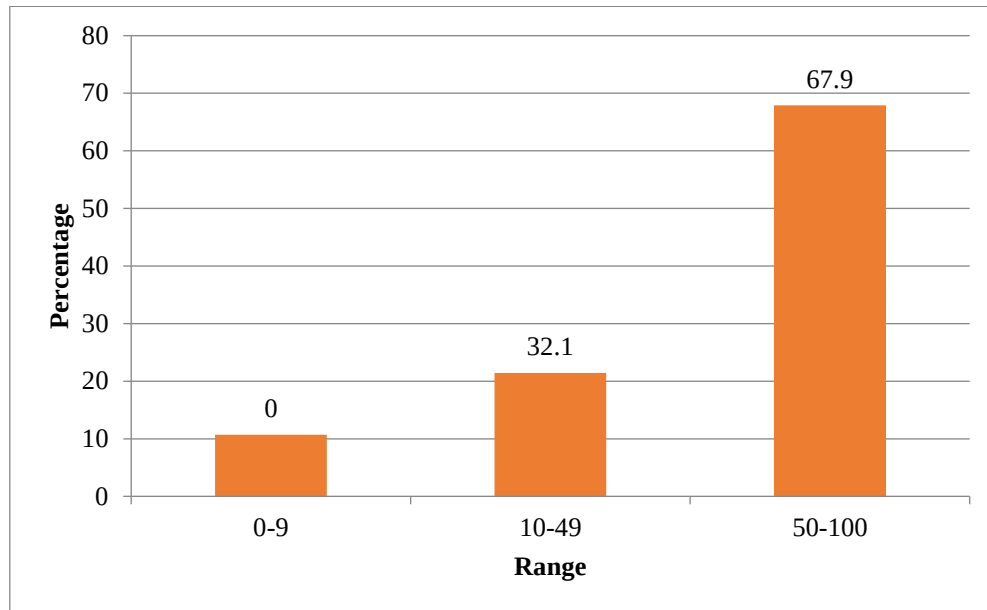
The analysis aimed to gather fundamental information about the participants, including their age, educational background, and length of employment in Nairobi County's large supermarkets.

4.4.1 Number of Employees in the Supermarkets

The researcher sought to analyze the gender composition of the study participants. The corresponding results are illustrated in Figure 4.2 below.

Figure 4.2

Number of Employees in the Supermarkets



Source: Research Data (2025)

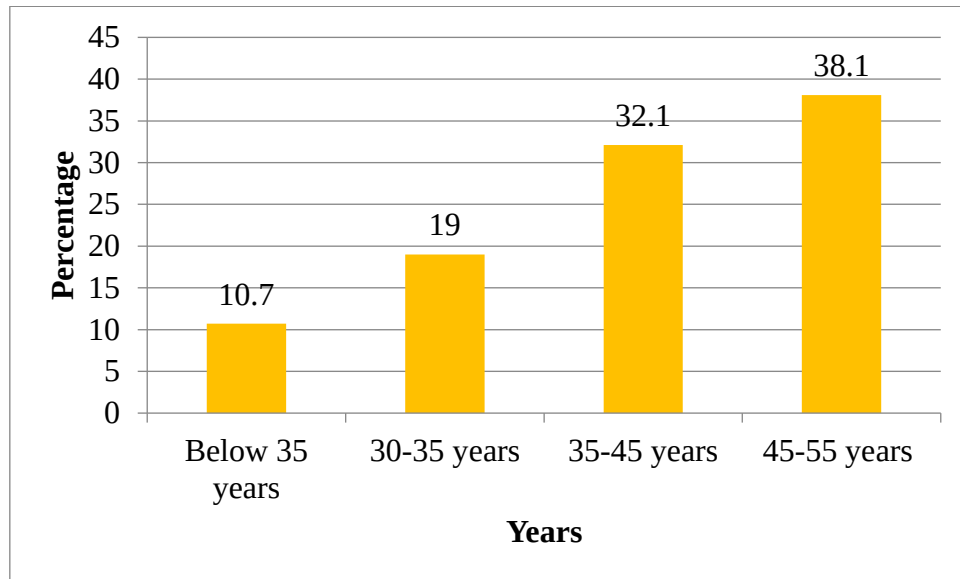
From the deductions, majority participants with 67.9% had the number of employees between 50-100 while 32.1% had number of employees between 10 and 49. A well-staffed supermarket boosts operational speed and elevates customer satisfaction; at the same time, strong e-marketing strategies puts the store in front of today's online shoppers, driving both foot traffic and online orders. When checkout, restocking, and customer inquiries are covered, shoppers enjoy a seamless visit. Digital advertising, social media, and personalized promotions then reinforce store visibility and align offerings with evolving taste patterns.

4.4.2 Age Brackets of the Respondents

The analysis aimed to explore the age distribution of the participants. The findings are presented in Figure 4.3.

Figure 4.3

Age Brackets of the Respondents



Source: Research Data (2025)

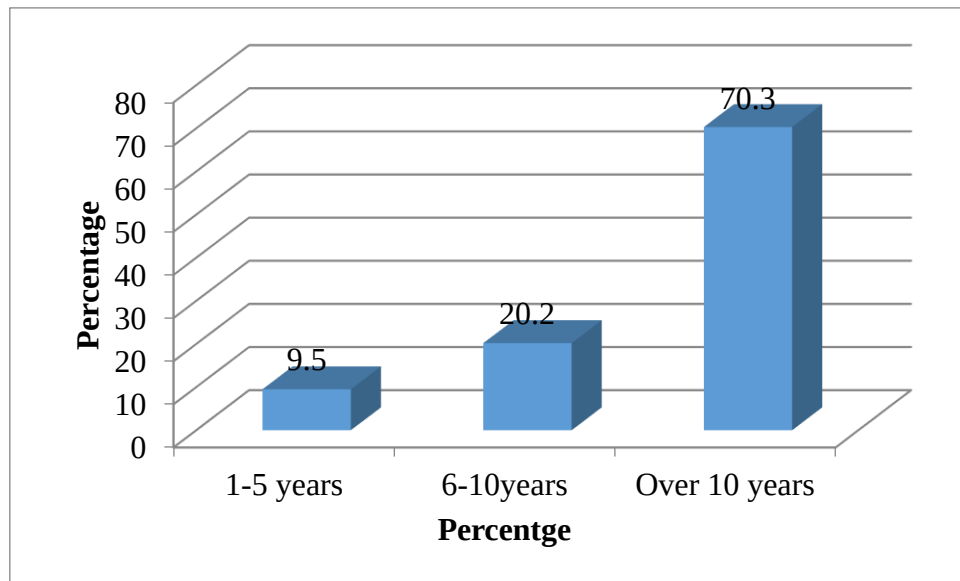
The largest proportion of respondents fell within the 45–55-year age bracket, accounting for 38.1% of the sample. Participants of the age bracket between 35-45 years formed 32.1% of the population; between 30-35 years were 19%. The implication is that most of the large supermarkets in Nairobi County had employees between 30-55 years. Within the workforce, age mix shapes staff capability along multiple dimensions. Youthful employees often shine in mobile-app tasks and checkout speed, while veterans use tenure and memory to anticipate inventory needs and resolve complaints elegantly. This combination builds lasting loyalty, meeting both speed and service. Maintaining a thoughtful age mix minimizes turnover and stabilizes operational rhythm.

4.4.3 Period of Operation

Participants had to state the period of operation of their supermarket. Deductions are detailed in Figure 4.4.

Figure 4.4

Period of Operation



Source: Research Data (2025)

Deductions from figure 4.4 indicate 70.3% of the supermarkets had operated for over 10years, 20.2% had had operated between 6-10 years while 9.5% had operated between 1-5years. The essence of supermarket years of operation revolves around building customer loyalty through consistent service, adapting to changing consumer needs, and leveraging technology for efficiency and marketing. E-marketing plays a crucial role in expanding reach, enhancing customer engagement, and driving sales through targeted online strategies. In supermarkets, the period of operation and performance are crucial for their success. Longer period of operation can increase customer convenience, loyalty and potentially boost sales, while efficient

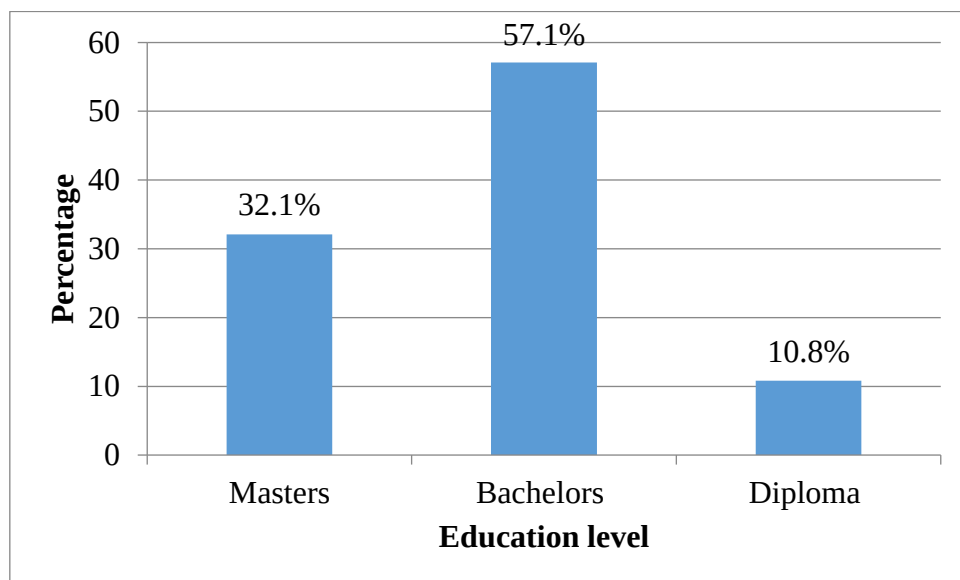
performance, including inventory management and customer service, directly impacts profitability, customer satisfaction and retention.

4.4.4 Education Level

Study participants were requested to state their education levels. Deductions are detailed below in figure 4.5

Figure 4.5

Education level



Source: Research Data (2025)

Based on the data in Figure 4.5, 57.1% of the participants held a bachelor's degree, while 32.1% had a master's degree. This indicates that the participants were generally well-educated, providing a strong foundation for understanding and responding effectively to the study's objectives. Workforce education variety feeds continuous improvement and broadens the store's adaptive capability. Front office staff trained in marketing theory may propose in-aisle promotions, while warehouse employees with supply-chain training may suggest stocking patterns that will cut wastage. This cross-

pollination of learning raises service levels and builds strong loyalty through simpler, faster transactions made possible by a shared commitment to operational excellence.

4.5 Diagnostic Test

In order to substantiate the appropriateness of employing the regression model, a series of pre-estimation diagnostic tests were conducted.

4.5.1 Normality Assumptions Test

To check for normalcy, the Kolmogorov-Smirnov Test was utilized. By determining whether skewness, kurtosis, or both are present, this test determines how normal the data are. Yin et al. (2017) assert that if the Kolmogorov-Smirnov test produces a significance value exceeding 0.05, the dataset may be regarded as following a normal distribution. Conversely, values below 0.05 indicate that the data significantly deviate from a normal distribution. According to Creswell and Creswell (2017), data exhibit a considerable deviation from a normal distribution if it is less than 0.05. Results for the test of normality are presented in Table 4.2.

Table 4.2

Normality Assumption Test Results

Variables	Statistic	Kolmogorov-Smirnov
		sig
Content Marketing	.794	.890
Social Media Marketing	.824	.940
E-mail marketing	.765	.909
On-line advertising	.878	.925
Performance	.629	.852

Source: Research Data (2025)

The findings presented in Table 4.2 reveal a p-value exceeding 0.05, indicating that the null hypothesis of normal data distribution cannot be rejected. This outcome confirms that the assumption of normality has been satisfied.

4.5.2 Multi-Collinearity Assumption Test

Multicollinearity arises in multiple linear regression models when two or more independent variables exhibit a high degree of correlation with each other as well as with the dependent variable. This can cause some variables that would otherwise be important to appear statistically insignificant. To assess the presence of Multicollinearity, researchers often employ the Variance Inflation Factor (VIF). This measure evaluates the degree to which the variance of a regression coefficient is increased as a result of correlations among the independent variables, thereby providing a quantifiable indicator of potential multicollinearity within the model. In practice, a VIF value below 10, coupled with a tolerance above 0.1, is generally considered indicative of an absence of problematic Multicollinearity, suggesting that no independent variable exhibits excessive correlation with others. The findings from this analysis are summarized in Table 4.3.

Table 4.3

Multi-collinearity Assumption Test Results

Variables	Tolerance	VIF
Content Marketing	.770	1.298
Social Media Marketing	.579	1.728
E-mail marketing	.619	1.616
On-line advertising	.556	1.797

Source: Research Data (2025)

As shown in Table 4.3, the variance inflation factor (VIF) values for all the variables fell within the range of 1.298 to 1.797, while the tolerance values fell between 0.556 and 0.770. The results demonstrate that multicollinearity is not present among the independent variables, as all variance inflation factor (VIF) values fall below the critical threshold of 10, and all tolerance values are above 0.1, confirming the statistical independence of the predictors. Thus, independent variables were suitable for regression analysis.

4.5.3 Autocorrelation Assumption Test

The study employed the Durbin-Watson test to examine whether autocorrelation existed within the dataset. The Durbin-Watson statistic varies between 0 and 4, with a value of 2.0 representing no autocorrelation. Values closer to 0 indicate the presence of positive autocorrelation, while those approaching 4 denote negative autocorrelation. Generally, a Durbin-Watson value falling within the range of 1.5 to 2.5 is considered satisfactory, whereas values beyond this range may suggest possible issues with autocorrelation. The findings of this analysis are presented in Table 4.4.

Table 4.4

Autocorrelation Assumption Test Results

Variable	Durbin-Watson
Content Marketing	1.799
Social Media Marketing	1.722
E-mail marketing	2.103
On-line advertising	1.740

Source: Research Data (2025)

The findings in table 4.4 above indicated that Durbin Watson values ranges between 1.722 and 2.103. These values are within the accepted limits of a range of 1.5 to 2.5. Thus, there is no problem of autocorrelation

In summary, the tools used to collect data proved to be both valid and reliable, indicating they are suitable for use in the main study.

4.5.4 Test of Heteroscedasticity

When the variance of the dependent variable's errors varies among the data, it is referred to as heteroscedasticity. It happens when the variance of mistakes varies at different values of the independent variables. According to Keskin and Dag (2006), one of the fundamental presumptions of a linear model is that the mistakes have an independently identical distribution. A systematic shift in the residuals' distribution across the range of observed values is known as heteroscedasticity. The residuals in an ordinary least squares regression are assumed to come from a population with constant variance. This regression's assumption is met, and the outcomes are legitimate; the residuals ought to have a constant variance. Heteroscedasticity is the outcome of a data set having a wide spread between the biggest and smallest observed values. Heteroscedasticity was tested using Levene's test. The test results are shown in Table 4.5.

Table 4.5*Test of Homogeneity*

Variables	Levene Statistic	df1	df2	Sig.
Content Marketing	3.697	7	76	0.399
Social Media Marketing	5.814	7	76	0.469
E-mail marketing	9.253	6	77	0.378
On-line advertising	2.708	7	76	0.421

Source: Research Data (2025)

The results presented in Table 4.5 indicate that the P-values obtained from Levene's test for homogeneity of variances exceeded the 0.05 threshold, suggesting that the assumption of equal variances was satisfied, which confirms existence of constant variance of errors for each study variable. Hence the assumption of homoscedasticity was satisfied.

4.6 Descriptive Analysis

This section presents the findings from the descriptive analysis, examining the relationships between the independent variables—content marketing, email marketing, social media marketing, and online advertising—and the dependent variable, organizational performance.

The findings of the research are typically derived through the interpretation of data obtained using a Likert scale. In this study, self-administered questionnaires were utilized, comprising five distinct sections that included items structured in a Likert-type scale format. The investigation was grounded on four explanatory variables, namely; content marketing, social media marketing, e-mail marketing and on-line advertising. The dependent variable in this study was the performance of large supermarkets in Nairobi County, Kenya. Participants were asked targeted questions

designed to measure the variables outlined in the conceptual framework. The items on the Likert scale were constructed affirmatively to facilitate responses. As noted by Lantz (2013), although researchers often treat Likert-type scales as equidistant to justify the use of parametric statistical techniques, the assumption of equidistance is rarely tested. Consequently, the validity of parametric analyses for Likert-type data may be uncertain. Lantz (2013) further emphasizes that the most appropriate statistical approach for analyzing such data depends on the degree of non-equidistance and the skewness of responses.

Carifio and Rocco (2007) provide a practical framework for interpreting Likert responses, defining ranges as follows: Strongly Disagree (SD) 1–1.8, Disagree (D) 1.8–2.6, Neutral (N) 2.6–3.4, Agree (A) 3.4–4.2, and Strongly Agree (SA) 4.2–5.0, thereby creating an equidistant interval of 0.8. This weighting scheme was applied in the present study to guide the interpretation of responses. Additionally, a standard deviation (SD) greater than 2 indicates considerable variation in participants' views, whereas an SD below 2 suggests a high level of consensus. The results are systematically presented below, organized in accordance with the specific objectives of the study.

4.6.1 Performance of Large Supermarkets in Nairobi County

Participants were asked to indicate how strongly they agreed with the statements related to performance. The results are summarized in Table 4.6.

Table 4.6*Descriptive Statistics for Performance*

	N	Mean	Std. Dev.
There has been sales growth rate and profitability	84	4.35	.52
Our supermarket has experienced customer satisfaction and retention.	84	3.32	.76
Our supermarket has achieved operational efficiency and increased market share.	84	4.20	.65
Our supermarket enjoys customer loyalty.	84	4.39	.72
Our brand enjoys a competitive edge and increased revenue streams.	84	4.28	.63
Valid N (list wise)	84	4.30	0.65

Source: Research Data (2025)

Ng'ang'a (2022) investigated the impact of electronic marketing on the performance of small and medium-sized enterprises (SMEs) within Nairobi's Central Business District, Kenya. The study revealed that the adoption of strategies including social media marketing, search engine marketing, and content marketing substantially enhances both the operational efficiency and overall growth of these enterprises.

The results presented in Table 4.6 reveal that the group with the highest mean score of 4.39 and a standard deviation of 0.72 strongly agreed that supermarkets benefit from customer loyalty. This could be explained by a combination of factors including the use of e-marketing strategies, perceived value, convenience, and strong customer relationships. Loyalty programs, personalized rewards, and a positive shopping experience also contribute significantly to keeping customers coming back. Second in line was those affirming there has been sales growth rate and profitability a mean of (4.35) and a SD of (0.52). Implying, supermarkets experience sales growth and profitability through various strategies focusing on both top-line revenue and bottom-line costs. Factors like product diversification, technological innovation, and strategic

partnerships can drive sales. The supermarket has demonstrated a high level of customer satisfaction and retention, with a mean score of 4.32 and a standard deviation of 0.76. Satisfied customers are more likely to return, leading to increased sales and revenue, while also acting as positive advocates for the store through word-of-mouth. Conversely, dissatisfied customers may switch to competitors, resulting in lost sales and potential negative publicity. Findings indicate that the brand maintains a strong competitive advantage and experiences increased revenue, reflected by an average score of 4.28 and a standard deviation of 0.63, suggesting that this performance is both substantial and relatively consistent across observations.

4.6.2 Influence of Content Marketing on Performance of large Supermarkets

Participants were asked to indicate their degree of agreement with a set of statements related to how content marketing affects the performance of leading supermarkets within Nairobi County. The findings are summarized in Table 4.7.

Table 4.7

Influence of Content Marketing on Performance of Supermarkets

	N	Mean	Std. dev.
There is an increase in website traffic due to quality content	84	3.29	.61
There is improved brand awareness and recognition of our outlet.	84	4.38	.55
Quality content has increased our outlet visibility	84	4.39	.76
Quality content has generated Inbound leads	84	2.23	.73
Quality content has generated Inbound leads	84		
Customer engagement has improved due to quality content		4.38	.53
Valid N (list wise)		4.33	0.63

Source: Research Data (2025)

Content marketing is increasingly acknowledged as a key factor influencing the performance of supermarkets. In a study by Udegbe (2017) on Nigerian companies, the researcher explored how content marketing contributes to business success. The analysis showed that most respondents responded positively to the questionnaire items, though their levels of agreement varied. Overall, the study concluded that content marketing is fairly well-practiced and actively incorporated into the operations of the surveyed companies in Nigeria, largely due to the advantages it offers.

Analysis of Table 4.11 reveals that a substantial proportion of respondents, reflected by the highest mean score of 4.39 and a standard deviation of 0.76, agreed that high-quality content has significantly enhanced the outlet's visibility. When a supermarket prioritizes quality content, it creates a positive shopping experience that attracts customers and encourages them to explore and purchase more products. This was closely followed by quality content has increased our outlet visibility with a mean of (4.38) and a SD of (1.53). Quality content in supermarkets, like well-maintained shelves, clear product information, and appealing displays, can significantly enhance outlet visibility. As a result, organizations experience heightened customer engagement, enhanced brand reputation, and, ultimately, greater sales performance. Additionally, respondents affirmed that there is an increase in website traffic as a result of high-quality content, reflected by a mean score of 4.38 and a standard deviation of 1.55. Supermarkets can significantly increase website traffic by creating and sharing high-quality, engaging content. This content attracts potential customers, builds trust, and improves search engine rankings, ultimately leading to more visitors.

Table 4.8*Model Summary of Content marketing and Performance*

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 ^a	.669	.665	.24399

a. Predictors: (Constant), Content marketing

Source: Research Data (2025)

From ANOVA analysis p-value of $0.00 < 0.05$ was determined. The results showed that the regression model is fit for forecasting content marketing.

Table 4.9*Relationship between Content marketing and Performance*

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.867	1	9.867	165.74	.000 ^b
	Residual	4.881	82	.060		
	Total	14.748	83			

a Dependent Variable: Performance

a Predictor: Content marketing

Source: Research Data (2025)

The research further intended to identify how content marketing impacts performance. The findings are shown in Table 4.10 below, the observation is that holding navigation to a constant zero, content marketing would be at .872. It means any unit increase in content marketing leads to increase in performance by .802 units.

$$Y = .872 + .802X_1$$

Where;

Y= Performance .872 = Constant term, .802X₁= Content marketing

Table 4.10*Coefficients^a*

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.872	.269		3.246	.002
	Content marketing	.802	.062	.818	12.87	.000

a. Dependent Variable: Performance

Source: Research Data (2025)

The deductions concur with Lieb (2022) discovered through their research that reliable and engaging digital content helped Ahmadu Bello University postgraduate students retain their customers. The statistical analysis confirmed that digital content strategies enhance customer loyalty in Nigerian universities according to the authors. Udegbe (2017) confirmed content marketing has become an accepted strategic practice which corporations use. Business achievement requires content according to the majority of study participants.

4.6.3 Influence of Social Media Marketing on Performance of large Supermarkets

Respondents were requested to express their level of agreement concerning the influence of social media marketing on the performance of major supermarkets in Nairobi County. The findings are summarized in Table 4.11.

Table 4.11*Influence of Social Media Marketing on Performance of Supermarkets*

	N	Mean	Std. dev.
Product promotions on social media has increased customer traffic in our outlet	84	4.51	.54
Social media has given our outlet a competitive edge	84	4.21	.65
Social media has encouraged and built customer loyalty	84	2.30	.60
Social media has led to increase in sales	84	4.50	.54
Facebook, Instagram, X, YouTube and LinkedIn has provided affordable advertising options for our products.	84	3.42	.62
		4.38	0.59

Source: Research Data (2025)

Social media marketing is increasingly recognized as an important factor influencing the performance of supermarkets in Nairobi County. In a study by Syaifullah et al. (2021) examining medium-sized companies in Asia during the COVID-19 pandemic, the researchers found that the adoption of social media marketing was shaped by factors such as compatibility, perceived usefulness, and ease of use. Their findings revealed that using social media for marketing positively impacted company performance, particularly by boosting sales, strengthening customer relationships, enhancing productivity, and fostering creativity.

The results presented in Table 4.11 indicate that a substantial proportion of respondents recorded the highest mean score of 4.51, with a standard deviation of 0.54, thereby confirming that product promotions on social media has increased customer traffic in supermarket outlets. Supermarket product promotions on social media are likely to increase customer traffic due to several factors: they boost brand awareness, drive targeted traffic to the store, and foster a sense of engagement and loyalty among

customers. This was closely followed by the finding that social media has contributed to an increase in sales, as reflected by a mean score of 4.50 and a standard deviation of 0.54. Social media's cost-effective nature and ability to reach specific demographics further contributes to its effectiveness. Additionally, the participants indicated that social media platforms have significantly fostered and strengthened customer loyalty, reflected by a mean score of 4.42 (SD = 0.62). Platforms such as Facebook, Instagram, X, YouTube, and LinkedIn were reported to offer cost-effective advertising opportunities for products. Overall, the influence of social media on enhancing customer loyalty was corroborated, with a mean score of 4.30 (SD = 0.60).

Table 4.12

Model Summary of Social Media marketing and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.504 ^a	.254	.245	.36621

a. Predictors: (Constant), Social Media marketing

Source: Research Data (2025)

From ANOVA analysis p-value of $0.00 < 0.05$ was determined. The results showed that the regression model is fit for forecasting Social Media marketing.

Table 4.13

Relationship between Social Media marketing and Performance

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	3.751	1	3.751	27.972	.000 ^b
	Residual	10.997	82	.134		
	Total	14.748	83			

a. Dependent Variable: Performance

a. Predictor: Social Media marketing

Source: Research Data (2025)

The study also aimed to examine the influence of social media marketing on organizational performance, with the corresponding findings presented in Table 4.14. As per the findings in Table 4.14, the observation is that holding navigation to a constant zero, social media would be at 1.560. It means any unit increase in e-mail marketing leads to increase in performance by .627 units.

$$Y = 1.560 + .627X_1$$

Where;

Y = Performance **1.560** = Constant term, **.627** X_1 = Social Media marketing

Table 4.14

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients		T	Sig.
		B	Std. Error	Beta			
1	(Constant)	1.560	.522			2.988	.004
	Social Media marketing	.627	.118	.504		5.289	.000

a. Dependent Variable: Performance

Source: Research Data (2025)

Arthur et al. (2020) undertook a study to investigate the impact of social media marketing on the performance of small and medium-sized enterprises (SMEs), with a particular focus on the United Arab Emirates. The study aimed primarily to evaluate the degree to which social media marketing strategies influence the operational and financial performance outcomes of SMEs in this regional context. The study's findings indicated that platforms such as email, Twitter, and WhatsApp exerted a significant and positive impact on the operational and business performance of these enterprises.

4.6.4 Influence of E-Mail Marketing on Performance of large Supermarkets

Respondents were requested to express their level of agreement regarding the influence of email marketing on the performance of major supermarkets in Nairobi County, Kenya. The findings are summarized in Table 4.15.

Table 4.15

Influence of e-mail marketing on Performance of Supermarkets

	N	Mean	Std. dev.
Email marketing is cost effective and can reach a large number of customers.	84	3.28	.63
Through email marketing our supermarket has built effective long-term relationships with customers and brand loyalty.	84	4.35	.52
Email campaigns that resonate with our audience and customer segment has attracted more customers and increased product purchases from our supermarket	84	2.32	.76
Email marketing allows seamless communication and data synchronization across various channels and platforms.	84	4.20	.65
		4.28	0.64

Source: Research Data (2025)

E-mail marketing remains an important factor influencing the performance of supermarkets in Nairobi County. In a study exploring e-mail marketing in the era of empowered consumers, Hartemo (2016) reviewed 95 studies systematically. The findings revealed that e-mail marketing facilitates interactive, personalized communication between customers and organizations. Additionally, it plays a key role in empowering consumers, allowing them to actively participate and share information within the communication process.

The results presented in Table 4.15 reveal that a substantial proportion of respondents, reflected by the highest mean score of 4.35 (SD = 0.52), agreed that supermarkets have successfully leveraged email marketing to cultivate enduring customer relationships and enhance brand loyalty. Email marketing effectively builds long-term customer relationships and brand loyalty for supermarkets by enabling personalized communication, delivering consistent value, and fostering a sense of community. Email campaigns that resonate with the audience and customer segment has attracted more customers and increased product purchases from the supermarkets, as indicated by a mean score of 2.32 and a standard deviation of 0.76. Through targeted offers, loyalty programs, and feedback mechanisms, supermarkets can enhance customer engagement and strengthen their bond with the brand. Additionally, respondents indicated that email marketing is a cost-effective strategy capable of reaching a wide audience, as reflected by a mean score of 4.28 and a standard deviation of 0.64. In addition, they noted that email marketing facilitates seamless communication and enables efficient data synchronization across multiple channels and platforms, with a mean of 4.20 and a standard deviation of 0.65.

Table 4.16

Model Summary of E-mail marketing and Performance

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.352 ^a	.124	.113	.39695

a. Predictors: (Constant), E-mail marketing

Source: Research Data (2025)

From ANOVA analysis p-value of $0.00 < 0.05$ was determined. The results showed that the regression model is fit for forecasting E-mail marketing.

Table 4.17*Relationship between E-mail marketing and Performance*

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.827	1	1.827	11.595	.001 ^b
	Residual	12.921	82	.158		
	Total	14.748	83			

a. Dependent Variable: Performance

b. Predictor: E-mail marketing

Source: Research Data (2025)

The research further intended to identify the manner in which e-mail marketing impacts performance. As per the findings in Table 4.18 below, the observation is that holding navigation to a constant zero, performance would be at 2.486. It means any unit increase in e-mail marketing leads to increase in performance by .421 units.

$$Y = 2.486 + .421 X_1$$

Where;

Y= Performance 2.486 = Constant term, .421 X₁= E-mail marketing**Table 4.18***Coefficients of E-mail marketing*

		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.486	.538		4.623	.000
	E-mail marketing	.421	.124	.352	3.405	.001

b. Dependent Variable: Performance

Source: Research Data (2025)

4.6.5 Influence of On-Line Advertising on Performance of large Supermarkets

Respondents were asked to indicate their level of agreement with a series of statements regarding the impact of online advertising on the operational performance of leading

supermarkets in Nairobi County, Kenya. The findings from this evaluation are presented and summarized in Table 4.19.

Table 4.19

Influence of On-line Advertising on Performance of Supermarkets

	N	Mean	Std. dev.
Online marketing has helped our supermarket to reach prospects and customers at the right time, place hence increased customer acquisition, conversion and retention.	84	4.39	.72
Online marketing has offered a personalized and convenient way for customers to discover new products.	84	4.28	.63
Our supermarket can conveniently promote our brand globally and reach consumers across nations with ease.	84	3.15	.54
Online presence remains accessible around the clock, ensuring potential customers can interact with our brand anytime.	84	2.36	.57
		4.29	0.61

Source: Research Data (2025)

Online advertising is increasingly acknowledged worldwide as a key factor influencing business performance, including in Nairobi County. For example, Oyedele et al. (2020) investigated the influence of online advertising on the performance of small-scale enterprises in Ikeja, Lagos State, Nigeria. Their study indicated that the adoption of online marketing strategies significantly enhanced the operational performance of these SMEs, enabling more young people to engage in self-employment and contributing to economic growth and regional development.

The findings presented in Table 4.19 indicate that a significant proportion of respondents reported a high mean score of 4.39, accompanied by a standard deviation of 0.72. This suggests a strong consensus that online marketing has enabled

supermarkets to effectively reach potential and existing customers at the right time and place, thereby enhancing customer acquisition, conversion, and retention. Online marketing provides supermarkets with numerous benefits, including the ability to expand their reach to a broader audience, strategically target specific customer segments, and deliver personalized marketing communications, ultimately leading to increased customer acquisition, conversion, and retention. This was closely followed by the brands' online presence, which offers continuous accessibility, enabling potential customers to engage with the brands at any time. This factor recorded a mean score of 4.36 with a standard deviation of 0.57. By leveraging on e-marketing platforms, supermarkets can optimize their marketing efforts, track customer behavior, and refine strategies for better results. Additionally, participants affirmed that online marketing has offered a personalized and convenient way for customers to discover new products, reflected by a mean score of 4.28 (SD = 0.63).

Table 4.20

Model Summary of On-line Advertising

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.816 ^a	.666	.662	.24517

a. Predictors: (Constant), On-line Advertising

Source: Research Data (2025)

From ANOVA analysis p-value of $0.00 < 0.05$ was determined. The results showed that the regression model is fit for forecasting On-line Advertising.

Table 4.21*Relationship between On-line Advertising and Performance*

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	9.867	1	9.867	165.74	.000 ^b
	Residual	4.881	82	.060		
	Total	14.748	83			

a. Dependent Variable: Performance

b. Predictor: On-line Advertising

Source: Research Data (2025)

The research further intended to establish how On-line Advertising impacts performance. As per the findings in Table 4.22 below, the observation is that holding navigation to a constant zero, content would be at .927. It means any unit increase in On-line Advertising leads to increase in performance by .802 units.

$$Y = .927 + .802X_1$$

Where; Y= Performance .927 = Constant term, .802X₁= On-line Advertising

Table 4.22*Coefficients of On-line Advertising*

Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	T	
1	(Constant)	.927	.266		3.481	.001
	On-line Advertising	.802	.062	.816	12.781	.000

a. Dependent Variable: Performance

Source: Research Data (2025)

4.7 Hypothesis Testing

Relationship between Performance and Content Marketing, Social Media Marketing, E-mail marketing and On-line Advertising

Table 4.23

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.947 ^a	.897	.892	.13843

a. Predictors: (Constant), Content Marketing, Social Media Marketing, E-mail marketing, On-line Advertising

b. Dependent Variable: Performance.

Source: Research Data (2025)

As shown in Table 4.23, the analysis indicates a strong correlation ($R = 0.897$), suggesting that approximately 89.7% of the variation in supermarket performance in Nairobi County is explained by the combined effects of Content Marketing, Social Media Marketing, E-mail Marketing, and Online Advertising. This highlights the critical role of these marketing strategies in shaping business outcomes, while the remaining 10.3% of performance variation is attributable to other factors beyond the scope of this study.

Table 4.24

Relationship between Independent Variables

ANOVA ^a						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	13.234	4	3.309	172.654	.000 ^b
	Residual	1.514	79	.019		
	Total	14.748	83			

a. Dependent Variable: Performance

b. Predictors: (Constant), Content Marketing, Social Media Marketing, E-mail marketing, On-line Advertising

Source: Research Data (2025)

Table 4.25

Coefficients of Content Marketing, Social Media Marketing, E-mail marketing, and On-line Advertising

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.337	.236		1.426	.158
E-mail marketing	.083	.049	.069	1.687	.095
Social media marketing	.163	.059	.132	2.777	.007
Content marketing	.586	.045	.598	12.661	.000
On-line Advertising	.590	.047	.612	13.043	.000

a. Dependent Variable: Performance.

Source: Research Data (2025)

The study revealed that online advertising exerts the most substantial positive influence on supermarket performance, with social media marketing, content marketing, and email marketing following in decreasing order of impact. The individual contributions of these marketing strategies were assessed using a t-test. The results showed that online advertising, social media marketing, and content marketing each had a statistically significant effect on supermarket performance ($p < 0.05$). In contrast, email marketing did not show a statistically significant individual impact ($p > 0.05$).

$$Y = .337 + .163X_1 + .586X_2 + .590X_3$$

Where;

Y= Organization performance .337= Constant term, .586X₁ = Social media marketing, .163X₂ = Content marketing, .590X₃= On-line Advertising

The findings indicate that social media marketing, online advertising, and content marketing each exerted a statistically significant effect on supermarket performance,

as evidenced by p-values less than 0.05. Consequently, all three corresponding hypotheses were rejected.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides an in-depth discussion of the study's results, emphasizing their significance in connection with the research objectives and the existing body of literature. It interprets the results reported in the preceding chapter, examining how they address the research questions and contribute to the understanding of the phenomenon under investigation. Furthermore, this chapter draws conclusions based on the study's findings and offers practical and policy-oriented recommendations. The limitations encountered during the research process are also acknowledged, providing context for the interpretation of results and suggestions for future research.

5.2 Summary of the Findings

The purpose of this study was to examine the influence of e-marketing strategies on performance of large supermarkets in Nairobi County, Kenya. Specifically, the study sought to examine the influence of content marketing strategy on performance of large supermarkets; influence of social media marketing strategy on performance of large supermarkets; influence of e-mail marketing strategy on performance of large supermarkets; and influence of on-line advertising strategy on performance of large supermarkets in Nairobi County, Kenya. Deductions from the analysis are detailed below;

5.2.1 Content Marketing and Performance of Supermarkets

The first objective of this study was to examine the influence of content marketing on the performance of large supermarkets in Nairobi County, Kenya. The findings revealed that content marketing exerts a positive and statistically significant influence on supermarket performance, with a strong correlation observed ($r = 0.818$, $p = 0.000$), indicating significance at the 5% level ($p < 0.05$). This is because content marketing enables supermarkets to reach a larger audience, increase brand awareness for their products, establish credibility and trust with audiences, and turn visitors into customers. In this regard therefore, content marketing has been shown to be significant. Supermarkets may build enduring relationships with their customers, establish their authority in their sector, and position themselves as a valued resource by offering helpful information, insights, and resources that cater for the interests and pain points of their audience.

5.2.2 Social Media Marketing and Performance of Supermarkets

The second objective of this study was to examine the influence of social media marketing on the performance of large supermarkets in Nairobi County, Kenya. The findings revealed that social media marketing had a significant positive relationship with supermarket performance ($r = 0.504$, $p = 0.000 < 0.05$) at the 5% level of significance. This indicates that the commercial performance of supermarkets can be directly enhanced through the strategic use of social media marketing initiatives. One important conclusion from the study is that supermarket managers should keep improving social media marketing tools, optimize social media analytics, and maintain a consistent and active presence on social media platforms as a top priority. Increased

market share, corporate expansion, flexibility, and competitiveness will be as a result of this strategic approach.

5.2.3 E-Mail Marketing on Performance of Supermarkets

The third objective of this study was to examine the influence of email marketing on the performance of large supermarkets in Nairobi County, Kenya. The findings revealed that email marketing has a positive and statistically significant relationship with supermarket performance ($r = 0.352$, $p = 0.000 < 0.05$), indicating that effective utilization of email marketing strategies contributes meaningfully to improved organizational outcomes. It was found that Email marketing is essential for efficiency in reaching consumers, particularly for food delivery and grocery brands. Supermarkets can use tailored email campaigns to engage the audiences and promote repeat business in a highly competitive industry. However, email marketing was not individually statistically significant on performance of supermarkets in Nairobi County.

5.2.4 On-Line Advertising on Performance of Supermarkets

The fourth objective of this study aimed to examine the impact of online advertising on the performance of large supermarkets in Nairobi County, Kenya. The findings revealed that online advertising exerted a positive and statistically significant influence on supermarket performance, as indicated by a strong correlation ($r = 0.816$, $p < 0.05$). It was found that supermarkets can use online advertising to reach a global audience because it is inclusive, inexpensive, and easy to manage. Gaining insight into the individual preferences of a target audience, expanding a supermarkets' client base, and

improving reach and engagement are all made possible by knowing what online advertising comprises. The findings indicate that online advertising exerts a significant and positive impact on the performance of supermarkets in Nairobi County.

5.3 Conclusions

5.3.1 Content Marketing and Performance of Supermarkets

The first objective of this study was to examine the influence of content marketing on the performance of large supermarkets in Nairobi County, Kenya. The study found that content marketing focuses on connecting with customers, fostering meaningful relationships, and providing value, helping them become more aware of and comfortable with the brand.

5.3.2 Social Media Marketing and Performance of Supermarkets

The second objective of this study was to examine the influence of social media marketing on the performance of large supermarkets in Nairobi County, Kenya. The study revealed that supermarkets actively leverage social media platforms to engage and influence their customers. Platforms like Facebook were found to have a particularly positive impact on customer behavior. In addition, supermarkets utilized media-sharing networks such as Snapchat and YouTube, which also contributed to increased customer traffic. Blogging and publishing platforms, including Pinterest and Reddit, were similarly used to reach and influence consumers. Overall, the study concluded that social media marketing not only facilitates online technical support and faster responses to customer inquiries but also reduces communication costs and improves access to online services. Furthermore, it provides customers with up-to-date

product pricing and detailed product information, enhancing their overall shopping experience.

5.3.3 E-Mail Marketing on Performance of Supermarkets

The third objective of this study was to examine the influence of email marketing on the performance of large supermarkets in Nairobi County, Kenya. When consumers gain significant practical benefits or enjoyable experiences, they are more likely to respond positively. Likewise, effective email marketing can boost brand loyalty, as satisfied recipients often share and recommend the brand to their friends.

5.3.4 On-Line Advertising on Performance of Supermarkets

The fourth objective of this study aimed to examine the impact of online advertising on the performance of large supermarkets in Nairobi County, Kenya. The results show that digital advertisements shape the majority of shoppers' decision-making and that these advertisements are predictive for future behaviors. The implication for firms is straightforward to enhance online advertisement, spend to boost market presence and undertake market-specific research across regional markets to tailor messaging accordingly and lift conversions. Online advertising drives sales instantaneously when consumers see an offer and often buy without delay.

5.4 Recommendations

The study observed that social media marketing exerts a positive influence on the performance of large supermarkets in Nairobi County, Kenya. Consequently, it is recommended that supermarkets allocate greater resources toward social media

marketing, given its rising popularity, particularly among younger consumers. Furthermore, the literature reviewed in this study highlights a growing acknowledgment of the strategic significance of social media marketing in contemporary business practices. Yet, even as social channels continue to expand, supermarkets can still benefit from retaining well-established traditional approaches such as attending industry fairs or deploying direct mail.

The study therefore advocates for additional inquiry into the management of customer data especially related to marketing along with a tested roll implementation of more wide-ranging marketing tactics, the examination of the deployment of additional systematic strategies aimed at bigger demographic segments, and the allocation of increased budgetary support to social media channels in order to realize their full suite of capabilities.

To strengthen content marketing at supermarket outlets, companies should leverage their digital platforms to reinforce brand values, including environmental stewardship, active community support, and contributions to charitable organizations. Regular deployment of high-quality, ready-to-use recipe articles is also recommended. The study's results further advise that supermarkets should maintain an enforced content review procedure to validate that all published materials are authentic and compliant with established quality benchmarks. Ensuring that content shared on social media platforms, such as YouTube and Facebook, remains accurate, relevant, and of high quality is essential for delivering consistently updated and reliable information that prospective customers can access at their convenience.

5.5 Suggestion for Further Studies

This study investigated the impact of electronic marketing strategies on the performance of large supermarkets in Nairobi County, Kenya. It focused in particular on the contributions of content marketing, social media marketing, email marketing, and online advertising in enhancing business outcomes. The findings revealed that supermarkets using these strategies experienced notable improvements in performance. This suggests that embracing e-marketing tools and integrating them into daily operations and marketing campaigns can significantly boost outcomes. In light of these findings, it is recommended that supermarkets strategically leverage social media platforms, including Facebook, Instagram, and WhatsApp, alongside digital advertising channels such as search engines, display advertising, and website promotions, to more effectively market their products and services. Evidence suggests that the adoption of these strategies can significantly enhance both sales performance and overall marketing effectiveness. For future research, it would be valuable to broaden the scope to explore additional e-marketing strategies, including mobile marketing, viral marketing, e-distribution, and electronic word-of-mouth, to gain a more comprehensive understanding of their impact on consumer engagement and business outcomes. This would not only strengthen the generalizability of findings but also provide deeper insights. Furthermore, upcoming studies could explore how e-marketing influences consumer decision-making processes, including awareness, interest, and customer loyalty. Researchers might also consider examining the impact of e-marketing across different organizational contexts and industries, given that both internal and external environments shape how businesses operate.

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APPENDICES

Appendix I: Questionnaire

Dear Respondent,

This questionnaire is designed to study E-marketing strategies on performance of supermarkets in Nairobi County, Kenya. Due to your knowledge and information, you have been selected to participate in the study. The questions are meant for research and academic purposes only and confidentiality of information will be maintained.

Please do not write your name.

SECTION 1: BACKGROUND INFORMATION

i. How long have you worked in this Supermarket?

☐ 0-1 ☐ 1-5 ☐ 1-9 ☐ over 10 years

ii. How many employees does this supermarket have?

☐ 0-9 ☐ 10-49 ☐ 50-100

iii. How long has this supermarket been in operation?

Years	0-1 years	1-5 years	6-10 years	Over 10 years
Tick				

iv. What is your age bracket?

Below 30 years () 30 to 35 years () 35 to 45 years () 45 to 55 years

v. What is your level of education? (Tick where appropriate)

PhD ☐ Masters ☐ Bachelors ☐ Diploma ☐ Others ☐

SECTION 2

This section consists of statements that concern Content marketing, Social Media marketing, Email marketing, Online marketing and Performance of Supermarkets in Nairobi County, Kenya.

Please respond appropriately by a tick, (✓), using the scale provided below;

Scale: 1=Strongly Disagree 2= Disagree 3= Neutral 4=Agree 5= Strongly Agree

Part A: CONTENT MARKETING

To what extent do you agree with the following statements about content marketing in your supermarket retail outlet?

(SD = Strongly Disagree, D = Disagree, N = Neutral, A= Agree, SA = Strongly Agree)

NO	STATEMENT	SD 1	D 2	N 3	A 4	SA 5
1.	There is an increase in website traffic due to quality content					
2.	There is improved brand awareness and recognition of our outlet.					
3.	Quality content has increased our outlet visibility					
4.	Quality content has generated Inbound leads					
5.	Customer engagement has improved due to quality content					

In your own opinion, in what other ways do you think content marketing can be used to increase profitability in your supermarket outlet?

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Part B: SOCIAL MEDIA MARKETING

To what extent do you agree with the following statements about social media marketing in your supermarket retail outlet?

(SD = Strongly Disagree, D = Disagree, N = Neutral, A= Agree, SA = Strongly)

NO	STATEMENT	SD 1	D 2	N 3	A 4	SA 5
1.	Product promotions on social media has increased customer traffic in our outlet					
2.	Social media has given our outlet a competitive edge					
3.	Social media has encouraged and built customer loyalty					
4.	Social media has led to increase in sales					
5.	Facebook, Instagram, X, YouTube and LinkedIn has provided affordable advertising options for our products.					

What social media marketing platform do you think attracts more customer traffic?

- a) YouTube.
- b) Facebook.
- c) Twitter.
- d) TikTok.
- e) Pinterest.

Part C: E-MAIL MARKETING

To what extent do you agree with the following statements about Email marketing in your supermarket retail outlet?

(**SD** = Strongly Disagree, **D** = Disagree, **N** = Neutral, **A**= Agree, **SA** = Strongly)

NO	STATEMENT	SD 1	D 2	N 3	A 4	SA 5
1.	Email marketing is cost effective and can reach a large number of customers.					
2.	Through email marketing our supermarket has built effective long term relationships with customers and brand loyalty.					
3.	Email campaigns that resonate with our audience and customer segment has attracted more customers and increased product purchases from our supermarket					
4.	Email marketing allows seamless communication and data synchronization across various channels and platforms.					

In your own opinion, in what other ways do you think Email marketing has benefited your supermarket outlet?

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Part D: ONLINE MARKETING

To what extent do you agree with the following statements about online marketing in your supermarket retail outlet?

(SD = Strongly Disagree, D = Disagree, N = Neutral, A= Agree, SA = Strongly)

NO	STATEMENT	SD 1	D 2	N 3	A 4	SA 5
1.	Online marketing has helped our supermarket to reach prospects and customers at the right time, place hence increased customer acquisition, conversion and retention.					
2.	Online marketing has offered a personalized and convenient way for customers to discover new products.					
3.	Our supermarket can conveniently promote our brand globally and reach consumers across nations with ease.					
4.	Online presence remains accessible around the clock, ensuring potential customers can interact with our brand anytime.					

In your own opinion, in what other ways do you think online marketing can be utilized to increase visibility of your supermarket outlet?

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Part E: SUPERMARKET PERFORMANCE

To what extent do you agree with the following statements about Supermarket performance in your supermarket retail outlet?

(**SD** = Strongly Disagree, **D** = Disagree, **N** = Neutral, **A**= Agree, **SA** = Strongly)

NO	STATEMENT	SD 1	D 2	N 3	A 4	SA 5
1.	There has been sales growth rate and profitability					
2.	Our supermarket has experienced customer satisfaction and retention.					
3.	Our supermarket has achieved operational efficiency and increased market share.					
4.	Our supermarket enjoys customer loyalty.					
5.	Our brand enjoys a competitive edge and increased revenue streams.					

In your own opinion, what other e-marketing strategies do you think can be adopted to increase sales growth and improve performance of your supermarket outlet?

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Appendix II: List of Supermarkets in Nairobi County, Kenya.

1. Chandarana Supermarkets
2. Eastmatt Supermarkets
3. Carrefour Supermarkets
4. Khetias Supermarkets
5. Magunas Supermarkets
6. Maathai Supermarkets
7. Quick Mart limited
8. Naivas Supermarkets, limited
9. Jaza stores Supermarkets
10. Powerstar Supermarkets
11. China Square Supermarkets
12. Kassmatt Supermarkets

Source: Kenya Retail Report, 2024

Appendix III: Introduction letter to NACOSTI



KENYA METHODIST UNIVERSITY

P. O. Box 267 Meru - 60200, Kenya

Fax: 254-64-30162

Tel: 254-064-30301/31229/30367/31171

Email: deanrd@kemu.ac.ke

DIRECTORATE OF POSTGRADUATE STUDIES

Our Ref: KEMU/NACOSTI/BUS/50/2025

May 30, 2025

Commission Secretary

National Commission for Science, Technology and Innovations

P.O. Box 30623-00100

NAIROBI

Dear Sir/Madam,

RE: LUIZA MORAA ONG'ONDO-BUS-3-1716-1/2022

This is to confirm that the above named is a bona fide student of Kenya Methodist University, in the Department of Business Administration, undertaking a Master's degree in Business Administration. She is conducting research on; *"Influence of E-Marketing Strategies on Performance of Selected Supermarkets in Nairobi County"*.

We confirm that her research proposal has been defended and approved by the University.

In this regard, we are requesting your office to issue a research license to enable her collect data.

Any assistance accorded to her will be highly appreciated.

Yours sincerely,

Dr. Nancy Rintari (PhD)

Director, Board of Postgraduate Studies

Cc: Dean, School of Business

CoD, Business Administration

Postgraduate Coordinator - BA

Supervisors

Appendix IV: Ethical Clearance Letter



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/50/2025

May 30, 2025

LUIZA MORAA ONG'ONDO
BUS-3-1716-1/2022

Dear Luiza,

**SUBJECT: INFLUENCE OF E-MARKETING STRATEGIES ON PERFORMANCE OF
SELECTED SUPERMARKETS IN NAIROBI 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/50/2025. The approval period is 30th May, 2025 – 30th May, 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) <https://oris.nacosti.go.ke> and also obtain other clearances needed.



MR. HERBERT KIBEBE
267 66200
CHAIR (ISERC)

Appendix V: NACOSTI Research Permit

 REPUBLIC OF KENYA	 NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Ref No: 803724	Date of Issue: 07/July/2025
RESEARCH LICENSE	
	
This is to Certify that Ms., Luiza Moran Ong'ondo 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: INFLUENCE OF E-MARKETING STRATEGIES ON PERFORMANCE OF SELECTED SUPERMARKETS IN NAIROBI COUNTY for the period ending : 07/July/2026.	
License No: NACOSTI/P/25/4176188	
803724	
Applicant Identification Number	Ag. Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION
Verification QR Code	
	
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