

**THE RELATIONSHIP BETWEEN E-MARKETING STRATEGIES AND
BRAND PERFORMANCE OF LARGE BOOKSTORES IN NAIROBI
COUNTY**

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DECLARATION

I, the undersigned hereby affirm that this research project is my original work and has not been previously presented in part or in totality to any institution of learning for the award of any degree or examination.

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DEDICATION

I dedicate this work to my children; Maria, Obiri and Mumbi who have served as an inspiration for me to keep pushing forward even when it was not easy. In addition, my husband who has been extremely supportive of all my dreams and especially my academic quests. Lastly, to my late father, Mr. Robert Njoroge, in whose honour I undertook this course.

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ABSTRACT

This study was conducted to establish the relationship between E-Marketing strategies and brand performance of large bookstores in Nairobi County. A descriptive census study was done on the 91 listed large bookstores in the county. Data was collected and analyzed using descriptive statistics. The findings revealed that bookstores in Nairobi dealt with various types of products which included books, stationery, gift items and airtime. Majority of the bookstores sold their product through physical location although a few them used online channel. More than half of the bookstores used digital technologies to market their products. The most common digital strategies utilized by these bookstores in Nairobi County were Short message texts Social media, Emails, Company Website and online advertisement. Most of these bookstores were found to have used digital marketing between one and five years although a few of them have been using it for over 10 years. Most of the bookstores have been motivated to use digital marketing strategies due to their efficiency and effectiveness although few of them found them to be cost effective as compared to traditional marketing strategies. Brand performance indicators revealed that digital marketing strategies affected new customer acquisition, more sales as well new market acquisition at moderate extent while higher prices were affected at very small extent. Most of the bookstores respondents were in agreement that there was faster response to customer queries and new customer acquisition as far as digital marketing is concerned. Email and digital displays significantly influenced sales volume. Social media influenced revenue and market share, sales volume and demand for products. Search engine optimization influenced market share, customer acquisition and profitability. Company website influenced customer acquisition, profitability, sales volume and prices. Regression analysis revealed that 40.7% of the variation in brand performance is significantly explained by e-marketing strategies adopted by bookstores in Nairobi County. The researcher recommends the replication this study in different contexts with regard to other industries as well as other localities.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The effects of the internet have permeated all areas of life. In business especially the effects of connected customers cannot be ignored. The changes are evident in how consumers interact with brands through the entire purchase chain from information gathering all the way to the actual purchase as well as the after sales interaction. As Chaffey & Smith (2008) noted, the marketplace has transformed into the electronic marketplace, and the change is so significant due to its projected rapid growth and seamless connection joining transforming all countries of the world into a single marketplace with over one billion customers. The sheer size of this marketplace combined with the benefits to customers and businesses means that the future of the internet and its role cannot be ignored. It therefore follows that the modern marketing strategy is incomplete without a blend of traditional marketing with E-marketing.

E-Marketing enables a mutual relationship and interaction in a digital environment. The evolution of the discipline of marketing is marked by a change from a transactional focus to an exchange focus, placing emphasis from customer acquisition to customer retention in order to harness the great economic benefit of a loyal customer. This approach has given rise to the phenomenon of relationship marketing that emphasizes personal interaction with customers. This practice of personalized attention to customers and the arising mutual exchange is only possible in an effective and efficient way to brands in an environment enabled by technology. Therefore, E-Marketing comprises of the tools that enable individual consumers to engage with the firm in a digitally connected and integrated ecosystem, (Kalyanam &McIntyre, 2002).

The diffusion of innovation is a theory that was advanced by Everett Rogers. It seeks to explain the process and manner in which new ideas gain adoption within a marketplace, (Hawkins & Mothersbaugh, 2010). The theory grouped customers with regards to the speed at which they came to adopt new products/ technologies. The following consumer groups were proposed in order of uptake and acceptance; innovators, early adopters, early majority, late majority and finally laggards. The marketing mix theory has become the generally accepted marketing blueprint for the marketing discipline. From the initial 4Ps (price, place, product, and promotion), which has then been revised to be service oriented giving rise to the 7Ps (product/service, price, place, promotion, processes, people and physical evidence) which was further revised to become consumer-focused and the 4Cs (customer value, cost, convenience and communication) were proposed as the core of the marketing mix. This is the set strategies available to the market to mix and match in order to get the desired response from the target audience.

The marketing mix comprises of the options available to a marketer in order to affect the demand for a product or service according to Kotler and Armstrong (2014). This fundamental theory can be interpreted in the electronic marketplace to represent the e-product, e-price, e-place and e-promotion. Aaker's brand equity model proposes that the value of a brand is the sum total of all the brand assets and liabilities associated with the brand, its names and symbols and thus respectively adding or reducing the value of the brand. These assets or liabilities accrue from; brand loyalty, which is the extent to which consumers are loyal to a brand, brand awareness, which is the extent to which the brand name and symbols are known in public, perceived quality which is the extent to which a brand is considered to provide quality products, brand

associations is anything that connects the consumer to the brand including information from adverts, emotions, and usage occasions, and other proprietary assets owned by the brand such as patents, intellectual property, copyrights and superior technology, (Aaker, 2009).

Advances in technology have affected the publishing industry at every level of the value chain. Authors can reach readers directly. Distribution can be done through electronic markets giving rise to print-on-demand as well as e-tailers. The product itself can be consumed virtually in the form of e-books, (Ronte, 2001). These change into digital processes makes it necessary for firms in the publishing industry to revise their business models since the changes can potentially impact marketing, production and distribution processes, (Gaigher *et al* 2014). The book retail industry in Kenya is comprised of multiple players who loosely associate as the Kenya Booksellers and Stationers Association. The association according to the KICD's (Kenya Institute of Curriculum Development) Orange book publication 2017 lists a membership of 930 members, most of whom specialise in educational books as their main products. The association is organised along regional chapters with 23 regions covering the entire country. Bookstores are at the tail end of the book distribution industry linking authors with readers. Several changes in consumers are impacting the industry and raising the acceptance of e-books; these are, the prevalence of reading text on screen, the increased experience with e-Commerce and availability of reading devices which enhance the experience, (Loebbecke, 2010)

1.1.1 E-Marketing Strategies

E-marketing offers a cost-cutting measure for businesses where they can make savings on various aspects, for instance, their communication efforts. Further, an organisation can utilise digital channels to provide a variety of products to more consumers at lower prices across the globe as compared to traditional brick and mortar locations (Couclelis, 2004). Therefore, E-marketing improves on the practice of traditional marketing by increasing efficiency and effectiveness. This improvement gives rise to new ways of doing business and consequently more profits for businesses (Strauss *et al*, 2008). E-marketing is integral to e-business and that involves connecting with customers and getting feedback, improving product offerings, providing the products using multiple channels and increasing sales by promoting products by use of digital media channels such as search engine optimisation, affiliate marketing, and online advertising. In addition, the website is a channel that can be used to generate sales leads, as well as complete the sales process and provide after sales services, Smith and Chaffey (2008).

The E-Marketing strategy comprises of all the firm's activities in the digital space. Different firms will have different strategies due to their unique objectives. Some objectives that organisations pursue include; customer acquisition, customer retention, and new market and product development. The strategy devised by the marketer would be a play on the how the 4Ps translate in the digital marketplace that is the e-Price, e-place, e-Promotion, and e-Product. E-Price tactics comprise of decisions on the online pricing strategy which could take the form of subscription, pay-per-use, bundle pricing and the like. E-place tactics will determine the level of integration of the site ranging from brochure, two-way interactive sales support, online sales, and

fully personalised CRM or reviews. The strategy would act as guide on the concern of offering full online services or a mix of click-and-mortar services. E-Promotion tactics comprise of display ads, search marketing, email marketing affiliates, aggregators and social networks. The E-product tactics deal with the decision of product offers such as digital products which is ideal for entertainment, art and education products. Other product decisions include customisation, and add-ons where consumers have the chance to make specifications on their desired products features. This is very common in high value and prestige products such as high-end vehicles and other niche products which are made-to-order, (Smith & Chaffey 2008).

1.1.2 Brand Performance

The firm exists to fulfil a given purpose or objective as envisioned by the founders and stakeholders. The fulfilment of that purpose can be clearly illustrated by the firm's performance. This fulfilment can be measured by parameters such as the meeting of set goals over the prescribed amount of time and the realisation of effectiveness and efficiency in the firm's operations. (Gibson *et al.*, 2010). In this regard, a firm's performance entails how well it is able to meet set goals such as profitability, the quality of the product, share of the market, financial parameters, and general thriving within the business environment in pursuit of the firm's vision and mission, (Koontz & Donnell, 2003). Gary and van Weele, (2006) further notes that performance is the measure of the firm's progress towards the set goals and its reason for existence. It is also used to identify the firm's strong points and weaknesses in a bid to reinforce the strategy for achieving future goals and objectives as well as the strategy for improving the current performance and weaknesses.

The concept of a brand takes shape and lives in the mind of the consumer as a collection of values and expectations with regards to a given product or service, Keller (1998). Kapferer (2008) notes that brands as intangible assets they have a bearing on the financial performance of an organisation where they appear in the balance sheet together with other intangible assets such as patents, rights databases etc. In addition to this, brands are conditional assets owing to the fact that their benefit can only be realised when it is in line with other material assets and factors of production such as technological facilities, labour and infrastructure. Therefore the brand inhabits the products and services that it represents.

By definition, an asset is productive for a long time but as (Keller, 1998) employing a cognitive approach observes, the brand is a collection of psychological values that give meaning to the product. He further refers to the idea of positive customer-based brand value if this collection of psychological values bears a positive reaction to an identified brand than if the brand is anonymous. Rajagopal (2006) argues that brand management transcends the discipline of marketing and goes to the core of the firm's financial performance. In light of this, to properly manage the firm's brand assets, the marketer needs to map each of the brand's value to customers as well as to the organisation. As Aaker (1990) notes, brand value comprises all of the following parameters: loyalty, imagined quality, imagery, recognition and patent quality. It is therefore imperative to note that brand performance can be measured in both financial and non-financial terms. Some of these terms include; changes in revenue, changes in market share, customer acquisition, profitability, sales, demand for products, new market acquisition and higher prices.

1.1.3 Bookstores in Nairobi County

As (Bocker, 2012) observed, the book retail industry was vibrant and was occasioned by both consumer and wholesale markets and included online sales and payment using mobile platforms. The same industry is characterised by direct sales that occur through local agents to the various customers. The industry did not have a dominant regional chain rather the bookstores act as agents for international publishing houses and in turn enjoy trade discounts of up to 40%. The industry is dominated by the Publishers' Association which was set up in 1972 and comprises of approximately 40 members out of the estimated 50 publishers present in the country. Bookstores are estimated to number 1000, with a majority of them being seasonal players. The industry is occasioned by some bookshop chains. The informal market has bookstalls which sell merchandise at bus stations, on the streets, and in markets, often used books.

Academic books are estimated to be a big revenue generator, (approx. US\$300 million per year). The most popular genres among consumers are children's books and motivational and self-help genres. As for the publishers, they concentrate mainly Christian, academic and literature works, which form a bulk of the production. In addition to publishing for the local market, Kenyan publishers also serve markets in the neighbouring countries such as Uganda, Rwanda, and South Sudan; the same markets are served by the local printing industry. The industry can, therefore, be judged to be flourishing. Emerging sectors such as E-publishing and online distribution are also becoming established. Local publishers also obtain licences to printing and distribution of international bestsellers mainly from America and Europe.

There has also been an emergence of new publishing houses whose focus has been on digitised academic resources especially following the government's directive to offer digital learning in primary schools. However, due to a lack of electricity and suitable hardware, the implementation of the policy has been delayed and judged to be unrealistic. Price for academic books is regulated by the curriculum body, KICD while other books' prices are left to the market forces of demand and supply. As far as the legal framework in the industry, it was noted that the country's copyright law established in 2001, provided for exorbitant monetary fines or imprisonment of up to 10 years, however, piracy remains a menace that haunts all the players. The value of book black market is estimated at a value of US\$30 million per year (Bocker 2012).

1.2 Research Problem

Sedlacek (2006) opines that just as marketing is the process of meeting consumer need profitably, digital marketing is the utilisation of the internet and the arising digital technologies to achieve the firm's goals. Digital marketing can be summed as the use of digital technologies that form channels to market and attain business objectives by achieving and surpassing clients' needs better than the competitor. Customer loyalty improves when a brand is using social media interactions to provide special offers, provide relevant content, offer current information, and is available on multiple social media networks, (Erdoğmuş, 2012). In a study to establish the effect of e-Marketing activities on the organisational performance of small and medium enterprises, Eid and El-Gohary, (2013) established that businesses that utilised e-Marketing strategies registered an improvement in sales, marketing performance and effectiveness, consequently illustrating that e-Marketing was a key component in establishing the organisation's competitive advantage.

Bookstores are in an industry that is experiencing the disruptive forces of technological advancement. The invention of the e-book which is a fundamental redesign of their core product renders their position in the distribution chain as precarious since publishers can reach consumers directly without the need for physical distribution chains. This development coupled with the increasing ease of consumers to search for information, make purchases, payments and spread the word of mouth means that traditional bookstores need to turn to digital marketing strategies to keep abreast with the changes. Masaya (2009) established that the biggest challenge for publishers and book traders in the online marketing of books in Kenya was the lack of respect for intellectual property. A small fraction of all the publishers who had websites - 36% were marketing their books online while only 20% were selling online. Mobile payments systems enabled local purchases while international money transfer services facilitated overseas purchases. Marketers targeted youthful and middle class consumers with their online marketing communication activities.

Kiri, (2015) investigated the effect of adoption of electronic marketing strategies on organizational performance of the mobile telephony companies in Kenya. In that study, it was established that e-marketing platforms solutions that allowed for interaction, partnership and customer relationship management for mobile telephone companies were the most impactful on organization performance. Social media networking affected the performance of mobile telephone companies in Kenya to the greatest extent because this platform allowed for continuous customer engagement, flexibility and redress of customer requests in a timely manner as well as passing on corporate messaging. Zwar (2016) established that development of technology had greatly impacted the book industry in multiple ways among them; the form of the

production has changed with the digital press, the e-book has revolutionised how books are distributed and consumed; virtual payment systems; new players in the book industry such as Apple, Google and Amazon who have different business models than the traditional players; retail industry sector changes; prominence of social networks as a key influence on consumer behaviour and for promotion purposes. In contrast, Burk (2001), noted that publishers, sceptical of piracy of digital content, were reluctant to develop a viable e-book business model whose success would undermine the traditional print product. This was in spite of various developments in both hardware- e-readers- and software alike thus resulting in poor e-book sales.

The researcher has not come across any study that has investigated the significance of these technological changes with the focus of the book retailing industry in Kenya and specifically Nairobi. Given these reasons, the researcher intends with this study to fill the knowledge gap by attempting the question; what is the relationship between e-marketing strategies and brand performance in bookstores in Nairobi?

1.3 Objective of the Study

The objective is to establish the relationship between e-marketing strategies and brand performance of large bookstores in Nairobi County.

1.4 Value of the Study

The findings of this study will be of significance to marketers in the book retail industry. This is because there are few studies that concern themselves with the book retail industry and specifically in Nairobi city. The recommendations made can be

implemented by the marketers to help future-proof their business in an industry that is heavily affected by the technological advances.

The book industry has been featuring in the media lately due to various government policy pronouncements. With the plan to digitize basic learning institutions, traditional book retailers have to look to other value addition channels. In addition, policymakers can make reference to this study so as to get a better understanding of the changing consumer habits and make policy that is informed by research.

The findings of the study will form a basis of further studies in retail, book industry as well as form a comparative base for studies that seek to interrogate the impact of e-marketing strategies on brand performance even in other industries and contexts.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains the theories relevant to the study including the marketing mix theory and the diffusion of innovations. It utilizes relevant literature accessible which focuses on the theoretical framework, effectiveness of digital marketing strategies and to what extent digital marketing practices affect performance.

2.2 Theoretical framework

This study applies the marketing theory and diffusion of innovation theory

2.2.1 Marketing Mix Theory

This theory premiered in 1949 at an American Marketing Association conference. In the early 1960s, (McCarthy, 1960) coined the term the '4Ps', to represent Product, Price, Place, and Promotion. The four Ps are basically alterable components at the disposal of the marketer in a bid to serve customers. As Kotler and Armstrong (2014) notes, upon designing the overriding marketing strategy, a firm can then manipulate the marketing variables in pursuit of the guiding strategy. With that tactical toolkit, the company can arrive at the desired outcome that is then offered to the market. This toolkit allows the organisation to provide a unique offering and generate demand for their offering. The variables are; product, i.e. any goods or services that the company presents to the market for uptake; price, i.e. any money payable by the target audience in exchange for the firm's offering; place i.e. what the firm does to avail the product offering to the target audience; and finally, promotion i.e. all the efforts that create awareness regarding the benefits of the product and persuasion techniques used by a company to get target customers to adopt its products.

Critics of this theory have advanced several other parameters that are important such as processes, people and physical evidence especially to take care of strategies for service firms. The marketing mix theory will be relevant in this study because the study seeks to investigate digital marketing strategies that are directly derived from traditional marketing strategies.

2.2.2 Diffusion of Innovation

The diffusion of innovations is a theory that was advanced by Everett Rogers in 1961. The process refers to ways in which innovations or technologies spread (meaning product purchase behaviour) throughout a market. The market can vary from almost the entire community or to a specific group of customers. For most inventions, the diffusion process seems to mimic a given trend. An innovation can be referred to as an apparent new practice, idea or product to consumers. It is important to note that this phenomenon is judged purely on the basis of how it is received by the target audience, who are entirely able and willing to shoulder the related monetary and social cost in the event that the product does not succeed. Innovators are multicultural in outlook and rely on other innovators for inspiration. They tend to be younger, better educated, and more socially mobile than their peers. Innovators actively seek out information from mainstream media, company staff, and other available sources with regards to new products.

Early adopters are likely to be opinion leaders in local reference groups. They are successful, well educated, and somewhat younger than their peers. They are keen to take a calculated risk on an innovation while avoiding disappointment. They actively seek out information and disseminate the same to others within the same consumer

group. Early majority on the other hand are inclined to be cautious with regards to new technologies. They become converts upon observing the positive results of the technology in question. They are active in communities, but not the leaders. They tend to be somewhat older, less well educated, and less socially mobile than the early adopters and trust word-of-mouth and interpersonal recommendations. Late majority members are cynics who get on board as a result of peer pressure and following the phase out of their usual alternative. They are usually older and have less social status and mobility than those who adopt earlier. Finally, laggards are the last in the chain and seem to be disconnected from their communities, and interact less with outside social groups. They also tend to be attached to the past and resistant to all changes. Laggards are not enthusiastic about new technology, Hawkins and Mothersbaugh (2010).

This theory has been criticised due to its assumption of a smooth and almost linear demonstration of human behaviour. The reality is that human behaviour is a lot more complex and fluid and could even imply a reversal of adoption of technology which is not a scenario that is addressed by the theory. For instance, phone users have been known to prefer less complex phones after experiencing more sophisticated devices. This theory is central to this study in the sense that it attempts to explain human behaviour in relation to acceptance of new technology. This study essentially proposes to explore how new marketing practices that are arising from technological advancements have been embraced by businesses.

2.2.3 Aaker's Brand Equity Model

Aaker's brand equity model proposes that brand equity can be established by the brand assets or liabilities linked to a brand's name and symbol that add to or subtract from the product or service. These assets can be grouped into five dimensions: brand awareness, perceived quality, brand associations, brand loyalty and other proprietary brand assets. Brand equity is an essential component of the brand that accrues both psychological and financial benefit to an organisation. Marketers can evaluate these assets to arrive at the brand's equity. Brand awareness can be explained as how well known the brand is to the general public. This can be established by evaluating the anchors to which other associations can be made with relations to the brand, liking, signal of value and the likelihood that the brand will be considered during purchase. Awareness is essential because it has been demonstrated to influence consumer's perceptions and preferences.

Familiarity breeds desirability and other positive associations. Perceived quality can be established by several markers among them the reason to purchase, the unique value proposition of the brand that sets it apart from competitors, the price of the product, other brand extensions. This asset has a direct correlation to the organisation's profitability because it affects the return on investment and stock value. Brand associations are all features that connect the consumer to the brand and include imagery, product features, usage occasions, the link to the organisation, brand personality, and brand and symbols. Associations help the consumer retrieve information, creates positive attitudes and feelings towards the brand and its extensions. As for the brand loyalty, it directly affects the cost of business and hence profitability. Higher loyalty levels contribute to reduce marketing costs, new customer

acquisition and acts as a hedge against competitive treats. Other proprietary brand assets refer to any and every assets that the brand possess that set above the competitors. These could include superior technology, intellectual property and patents that cannot be matched by the competitor, (Aaker, 2009).

Gill and Dawra (2010) critiqued the theory by proposing that Aaker's sources were not exhaustive in explaining brand equity. Their tests also established a high correlation among the sources. They summarised the sources into two groups; cognitive factors and image factors. In addition, analysis established that the image factor played a mediating role between awareness and brand equity.

2.3 E-Marketing Strategies and Performance

E-marketing is a take on traditional marketing using digital technologies but with increased productivity in the original marketing functions (Strauss et al, 2008). E-marketing is the firm's endeavours to communicate to buyers, connect, endorse and sell its products and services over the Internet (Kotler and Keller 2000). E-marketing's tentacles extend far beyond the inter-web. Its technological arms also include hardware and software used in customer relationship management and supply chain management. The Internet provides customers with convenient and instantaneous access to information. Given that position of strength, it follows that individuals and organizations have more power in their hands. A good example is that people can now review competitive product prices and features via search engines and other specialised websites, and evaluate the opinions of other users who have utilised similar products (Strauss et al, 2008).

Traditionally the marketing mix is coordinated so that efficient '4P' strategies are developed for over the counter purchased products. Now, organizations need digital plans to draw and keep such consumers. When organisations align their plans, resources and activities accordingly, they are better suited to survive and even thrive in the new and changing marketplace.

2.4 Empirical Review

Onyango (2016) studied the influence of online marketing strategies on performance of cut flowers exporting firms in Kenya. In that study, it emerged that more than 70% of flower firms have adopted digital marketing strategies with 62% relying on pure digital marketing and 15% incorporating both digital and conventional marketing strategies. E-mails, websites and digital displays were established to be the most used digital strategies by firms that had adopted digital marketing. Further, it revealed that digital marketing had a significant impact on both financial and non-financial performance indicators and a significantly improved firms' performance compared to conventional marketing methods. No specific digital marketing strategy had significant impact over the other on financial performance. However, e-mails, websites and online adverts had a significant impact on non-financial performance.

Ng'ang'a (2015) investigated how effective digital marketing strategies impacted the performance of Commercial Banks in Kenya. The study established that the banks used website creation, mobile applications, digital advertising and social networks, email marketing and display advertising in order to reach consumers, deliver services and grow their customer base. Consequently, the study concluded that keeping customers engaged with digital marketing helped the commercial banks enhance

taking up of bank products by the consumer, lower operational costs and working capital, increase revenue and the overall customer base of the bank resulting in an increased market share to a great extent a general positive outcome on the activities of the bank.

Kabuba 2014 embarked on a study to investigate the performance of online business in Kenya and established that there was a significant benefit for a business to be online such as, reduction of operational costs, increased reach, access to wider markets, competitive prices to customers, fulltime operation of the business, enhanced business visibility, and convenience to customers. The study also established that online businesses in Kenya were operating below the full potential of virtual businesses in comparison to other markets. The study identified the need for more investment by all stakeholders in the digital space to enable the realization of full benefits.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter expounds on the research design that will be employed, the data collection methods and finally the nature of data analysis that will be performed.

3.2 Research Design

This study adopted a descriptive research design. According to Zikmund *et al* (2010), a survey refers to a method of gathering primary data from a representative segment of the targeted individuals. Surveys illustrate the state at a fixed point in time. Survey research usually comes with a lot of advantages. Surveys are known to give a fast and often inexpensive and accurate means of assessing population information.

3.3 Population

This study utilised a population of all bookstores in Nairobi County, a total of 91 as set out in appendix two. Large bookstores were taken to consist of any bookstore that employs more than eight employees. A census was conducted. A census is an investigative study of all individual elements that make up the population where researchers study every element of a population in order to conclusively draw a conclusion.

3.4 Data Collection

The researcher collected primary and secondary data. Primary data was gathered by use of a questionnaire which was administered to the large bookstores. The questionnaire was administered using the drop-and-pick-later method. The

questionnaire was be comprised of two parts. One part collected the bio-data of the bookstores where such information as the age and volume of the business was established as well as the size was established by the number of employees. The second part comprised of a mix of closed questions where respondents selected suitable responses from provided choices and an opportunity to specify responses that had not been provided by the researcher. The study also utilised secondary data including government publications, relevant previous studies as well as the information from the bookstores' websites and online resources.

3.5 Data Analysis

The data collected was then analysed using various methods. Descriptive data was used to establish characteristics of the population, for example, distribution, central tendency, and variability of the respondents and such measures such as the mean, median and mode and their implications noted. Correlation data analysis was also employed to establish the relationships between the concepts. Finally, linear regression was derived so as to establish the relationship between the concepts.

CHAPTER FOUR: DATA ANALYSIS, PRESENTATION AND INTERPRETATIONS

4.1 Introduction

This chapter presents the analysis of data and discusses the results of the analysis. The analysis and discussion are in line with achievement of the objective of this study which is to establish the relationship between e-marketing strategies and brand performance of large bookstores in Nairobi County.

4.2 Data Presentation

This section presents the data analysis. It describes the demographic characteristics of the respondents. It also presents an analysis of the marketing strategy, brand performance indicators and regression analysis of the relationship between e-marketing strategies and brand performance

4.2.1 Response Rate and Analysis of Demographic Data

The study targeted 91 bookstores in Nairobi. However, the researcher received back 86 completed questionnaires that were used in the analysis. This led to a response rate of 94.5 percent.

The demographic data obtained from respondents involved the number of years the bookstores has been in operation, number of employees and the position of the respondents. The results are as shown in Table 4.1 to 4.3

Table 4.1 Age of the Bookshop

Operation in Years	Frequency	Percentage
1-5 years	12	14.0
6-10 years	39	45.3
11-15 years	24	27.9
16-20 years	4	4.7
Over 20 years	7	8.1
Total	86	100

Source; Research Data 2017

Table 4.1 shows that majority of the bookstores have been in operation between 6 and 10 years as shown by 45.3% (39) while between 11 and 15 years were 24 (27.9%). Over 16 years were 12.8% while less than 5 years were 14.0%. From the findings it can be deduced that most of sampled bookstores have been in operation for between 6 and 15 years. It implies that most of the stores have the capability to use e-marketing within this period of operation and therefore their input was useful for this current study.

Table 4.2 Number of Employees

No of Employees	Frequency	Percentage
8-12	61	70.93
13-17	19	22.09
Over 17	6	6.98
Total	86	100

Source; Research Data 2017

Majority of the bookstores had employees between 8 and 12 as shown 70.93% (61) while between 13 and 17 employees were found to be 22.09% (19). More than 17

employees were found to be 6.98%. This implies that majority of the bookstores in had between 8 and twelve employees which indicate that there are various departments within the bookstores such as sales and marketing. It was noted that some of their employees visited institutions so as to market their books. Therefore, they require more employees so as to effectively market their products both at the stores and outside their stores.

Table 4.3 Position of the Respondent

Position	Frequency	Percentage
Cashier	9	10.5
Director	13	15.1
General Employee	42	48.8
Manager	5	5.8
Salesman	9	10.5
Supervisor	8	9.3
Total	86	100

Source; Research Data 2017

Majority of the respondents who participated in this study were employees as shown by 48.8% (42) while directors were 15.1% (13) and sales agent as well as cashiers were 10.5% (9). Others were managers and supervisors. This implies that the study covered wide spectrum of employees' especially managers and directors who are considered as the management. The management teams are principal in making decisions concerning which marketing strategies to adopt. The other cadre of employees such as general employees, cashier and sales people was also useful as they are the ones to implement and execute a particular marketing strategy therefore; they are able to reveal demerits and merits of their adoption.

4.3 Marketing strategy

This section assesses marketing strategy that is been utilized by bookstores in Nairobi county.

4.3.1 Products and their proportions

The respondents were required to provide responses on products they deal with and their proportion they contribute to their overall business. The summary is presented in Table 4.4 below.

Table 4.4 Product mix and proportions

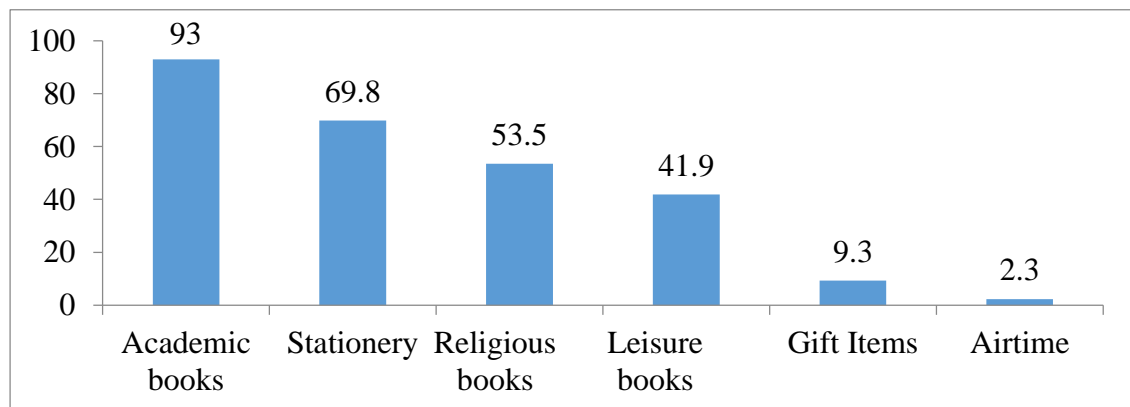
Products	Percentage	Proportion	Percentage
Academic books	93.0	20.00	1.6
		50.00	1.6
		70.00	24.6
		80.00	18.0
		90.00	50.8
		95.00	3.3
Religious books	53.5	5.00	78.1
		10.00	9.4
		90.00	9.4
		95.00	3.1
Leisure books	41.9	1.00	44.7
		3.00	2.1
		5.00	21.3
		10.00	29.8
		50.00	2.1
Stationery	69.8	5.00	18.4
		10.00	42.1
		13.00	2.6
		15.00	18.4
		20.00	18.4
Gift Items	9.3	2.00	50.0
		5.00	25.0
		20.00	25.0
Airtime	2.3	10.00	50.0
		20.00	50.0

Source; Research Data 2017

From Table 4.4, majority of the bookstores (93.0%) dealt with academic books. It was further revealed that proportion of academic was high with more than half of bookstores having academic books at more than 90% proportion. Only 1.6% of the bookstores were found to have 20% of academic books. Further, more than half (69.8%) of the bookstores were found to deal in stationery. However, the proportion of the stationery was less than 20 percent with 42.1% of them having a proportion of 10.0%.

Similarly, 53.5% of the sampled bookstores were found to deal with religious books. However, majority of the bookstores (78.1%) were found to have proportion of 5.0% of their overall stock. The results further revealed that 41.9% of the stores had leisure books with majority of them having leisure books constitute less than 5.0% of their overall collection. However, 2.1% of the respondents indicated that leisure books constituted 50.0% of their stock. Gift items were found in 9.3% of book stores with majority of them indicating they only constitute two percent of their overall stock. Lastly, there were book stores which also dealt with airtime as shown by 2.3%.

Figure 2.1: Product mix and proportions

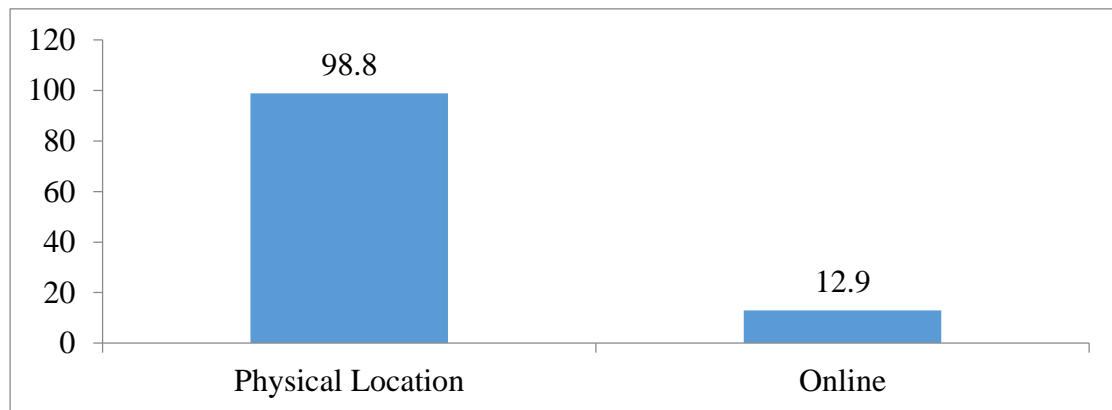


Source; Research Data 2017

4.3.2 Product Sales Outlets

The respondents were asked to state the outlets they use to sell the above products. It was noted that 98.8% of the sampled bookstores sold their products via physical outlet while 12.9% also via online. The comparison is as shown in Figure 4.2

Figure 4.2: Product Sales Outlets

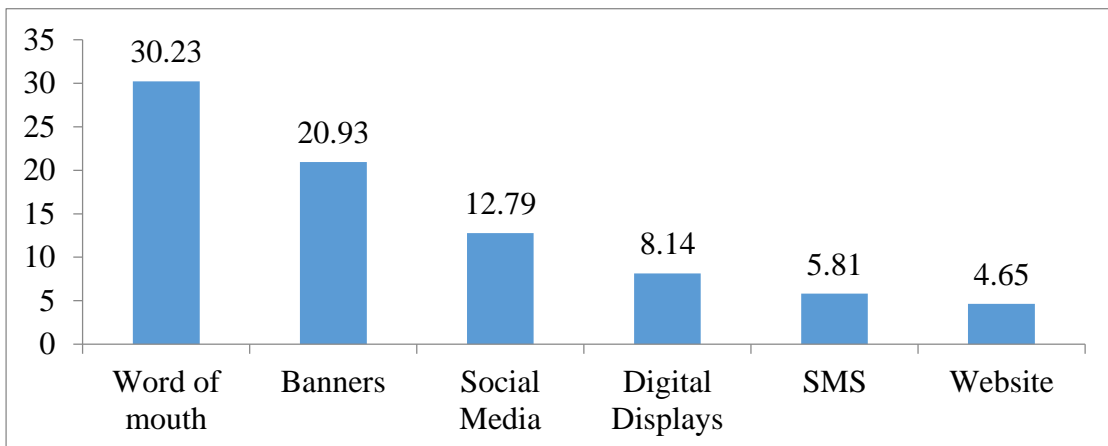


Source; Research Data 2017

4.3.3 Methods of Product Marketing

The respondents were asked to list the methods they use to market their products. It was evident that word of mouth was used by majority of the businesses, Outdoor Adverts, Business Displays, Digital Displays, SMS, Banners, Signage, Flyers, Website, Visitations, Discounts, High quality products, Promotions, Brochures, Calendars, Gifts, Posters, Contacts and Social Media.

Figure 4.3: Methods of product marketing



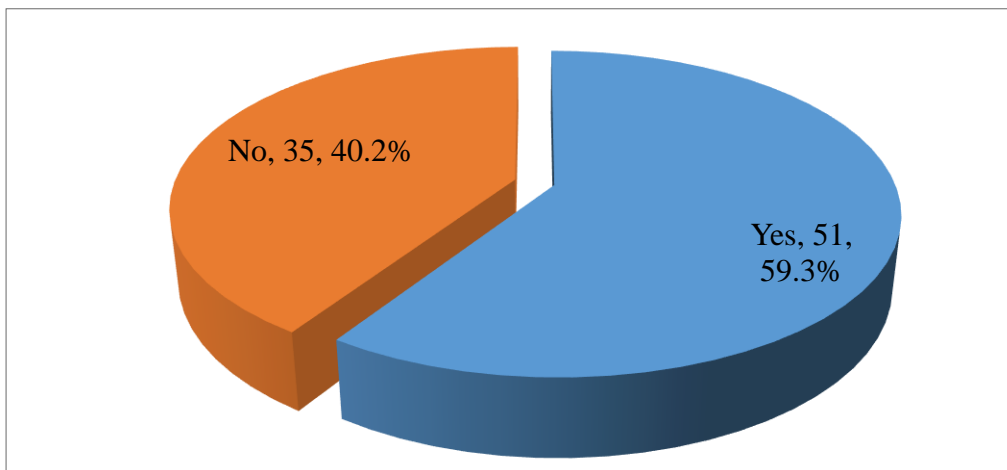
Source; Research Data 2017

From the figure above it can be deduced that word of mouth is the most commonly used type of marketing amongst bookstores in Nairobi. This kind of traditional marketing strategy still persists despite the emergence of e-marketing strategies such as social media which has been heralded as the most common e-marketing strategy. Apart from word of mouth some bookstores were also found to use banners, posters and flyers and other print media to market their products.

4.3.4 Digital Marketing

The respondents were asked if their organization use digital technologies to market their products. From Figure 4.3, 59.3% of the sampled respondents indicated their bookstore used digital technologies to market their products while 40.2% did not use digital marketing.

Figure 4.4: Digital Marketing



Source; Research Data 2017

The respondents were further asked to digital marketing strategies they utilized to prospects for new customers.

Table 4.5 Digital Marketing Strategies

Digital Marketing Strategies	Frequency	Percentage
Short message texts (SMS)	44	86.3
Social media	38	74.5
Emails	36	70
Company Website	29	56.9
Online advertising	27	52.9
Digital displays	5	9.8
Mobile application	2	3.9
YouTube and similar video sites	1	2
Search Engine Optimization	1	2

Source; Research Data 2017

From the above table, majority of the organization that used digital marketing were found to use short message service (SMS) as shown by 86.3% and it was followed by social media at 74.5% and emails at 70%. It was also noted that online advertising and

company website were used at 52.9% and 56.9% respectively. However, digital displays YouTube and similar video sites; Search Engine Optimization as well as Company Website were used by less than 5.0% of the sampled bookstores to prospects for new customers.

The study also sought to find out the number of years the sampled bookstores have been using digital marketing as a strategy. The results are as shown in Table 4.6 below,

Table 4.6 Length of use of Digital Marketing Strategies

Years	Frequency	Percent
Less than 1 year	4	7.8
1-5 years	37	72.5
6-10 years	7	13.7
Over 10 years	3	5.9
Total	51	100.0

Source; Research Data 2017

From Table 4.6 above, majority of the bookstores in Nairobi County have been using digital marketing strategy for between 1 and 5 years as shown by 72.5% (37) while less than one year were 7.8% (4). However, over six years were found to be 19.6% of the sampled bookstores.

The respondents were also required to state what motivates them to use the digital marketing strategies. The results are as shown in Table 4.7 below,

Table 4.7 Reasons for Using E-Marketing Strategies

Years	Frequency	Percent
Cost	12	23.5
Efficiency	47	92.2
Effectiveness	33	64.7
Influence from Peers	4	7.8

Source; Research Data 2017

From the results as shown in Table above, majority of the bookstores were motivated by efficiency both from suppliers and customers in the utilization of digital strategies as shown by 92.2%. It was further revealed that 64.7% of the bookstores were motivated by effectiveness while 23.5% cost and only 7.8% were influenced by their peers.

4.3.5 Extent of utilization of Digital marketing

The respondents were required to provide responses regarding the extent of digital marketing on a Likert scale ranging from 1 to 5. In the Likert scale, 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent. 5- A very great extent. For every item, the arithmetic mean response from the respondents was obtained. The summary is presented in Table 4.8 below.

Table 4.8 Digital Marketing Strategies

Digital Marketing Strategies	Mean	Std. Deviation
Social media	3.404	1.330
Short message texts (SMS)	3.083	1.235
Emails	1.686	1.049
Company Website	1.622	1.370
Digital displays	1.540	1.232
Online advertising	1.318	1.029
Mobile application	1.182	.786
Search Engine Optimization	1.023	.664
YouTube and similar video sites	.957	.550
Grand Mean	1.757	

Source; Research Data 2017

As shown in Table above, respondents indicated that they used emails as digital marketing strategy at small extent ($M = 1.686, \sigma = 1.049$). It was also found that Digital displays is utilized at small extent ($M = 1.540, \sigma = 1.232$). Similar results were found on the extent of company website ($M = 1.622, \sigma = 1.370$).

YouTube and similar video sites were utilized at very small extent ($M = .957, \sigma = .550$). It was also found that Mobile application ($M = 1.181, \sigma = .786$), Search Engine Optimization ($M = 1.023, \sigma = .664$) and Online advertising ($M = 1.318, \sigma = 1.029$) were utilized at very small extent.

However, Short message texts (SMS) ($M = 3.083, \sigma = 1.235$) and Social media ($M = 3.404, \sigma = 1.330$) were used at moderate extent. The grand mean of 1.757 indicates that respondents indicated that digital marketing strategy was utilized at small extent in the sampled bookstores.

4.4 Brand Performance Indicators

In assessing the brand performance of bookstores in Nairobi County, the researcher used various aspects of brand performance to which respondents responded by indicate the extent of their agreement to statements on brand performance.

The respondents were required to state to what extent digital marketing affected the following performance indicators in their firm. The responses are summarized in Table below.

Table 4.9 Brand Performance Indicators

Brand Performance Indicators	Mean	Std. Deviation
New customer acquisition	3.000	0.959
New market acquisition	2.761	1.058
More sales	2.612	1.077
Increased market share	2.490	1.084
Increased revenue	2.471	1.138
Higher demand for products	2.286	0.957
Increased profitability	2.041	.889
Higher prices	1.044	.556
Grand Mean	2.338	

Source; Research Data 2017

As shown in Table above, sampled respondents most indicated that digital marketing resulted to increase in revenue at small extent ($M = 2.471$, $\sigma = 1.138$). It was also found out that market shared increased at small extent ($M = 2.490$, $\sigma = 1.084$), profit increase at small extent ($M = 2.041$, $\sigma = .889$), demand of product as a result of digital marketing is also at small extent ($M = 2.286$, $\sigma = 0.957$).

Further, the results revealed that digital marketing has resulted to acquisition of new customers at moderate extent ($M = 3.000$, $\sigma = 0.959$), more sales at moderate extent ($M = 2.612$, $\sigma = 1.077$) and new market acquisition at moderate extent ($M = 2.761$, $\sigma = 1.058$). However, digital marketing has resulted to higher product prices at very small extent ($M = 1.044$, $\sigma = .556$). An overall mean of 2.338 indicated that digital marketing affected performance indicators in their firm at small extent.

The respondents were further asked to state their level of agreement in relation to five statements concerning digital marketing. Their response ranged from 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree. The results are as shown in Table 4.10 below.

Table 4.10 Benefits of E-Marketing Strategies

	Mean	STD
Faster response to customer queries	3.804	.917
Leads to new customer acquisition	3.726	.850
There is increased sales	2.628	1.076
Increased sales revenue	2.294	.855
Grand Mean	3.113	

Source; Research Data 2017

From Table above, 68.63 %(35) and 13.73 %(7) of the sampled respondents agreed and strongly agreed respectively that digital marketing has resulted to Faster response to customer queries. A mean of 3.804 and standard deviation of .917 implies that most of respondents agreed with that statement.

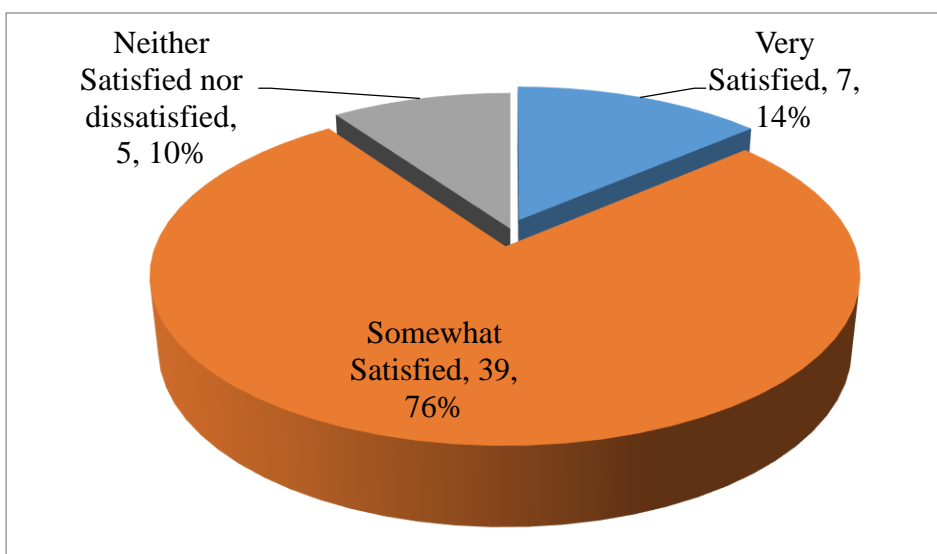
However, few of the respondents confirmed there has been increase in sales as a result of digital marketing of which 5.88 %(3) agreed and additional 3.92 %(2) strongly agreed. A mean of 2.294 and standard deviation of .855 implies that most of respondents agreed with that statement. The results further revealed that most of the respondent agreed that digital marketing has resulted to new customer acquisition ($M = 3.726$, $\sigma = .8504$). This was also shown 70.59 %(36) and 7.84 %(4) of the respondents who agreed and strongly agreed respectively.

Lastly, 11.76 %(6) of the respondents agreed and 9.8 %(5) strongly agreed that digital marketing has resulted to increased sales. With a mean of 2.6275 and standard deviation of 1.076, it was evident that majority of the respondent somewhat agreed that digital marketing has resulted to increased sales. The overall mean of 3.113 also confirmed that most of sampled respondents somewhat agreed with the above four statements concerning digital marketing.

4.5 Respondent's satisfaction with digital marketing platforms

The sampled respondents were asked to state if they satisfied with digital marketing platforms. The results are as shown in Figure 4.5

Figure 4.5: Respondent's satisfaction with digital marketing platforms



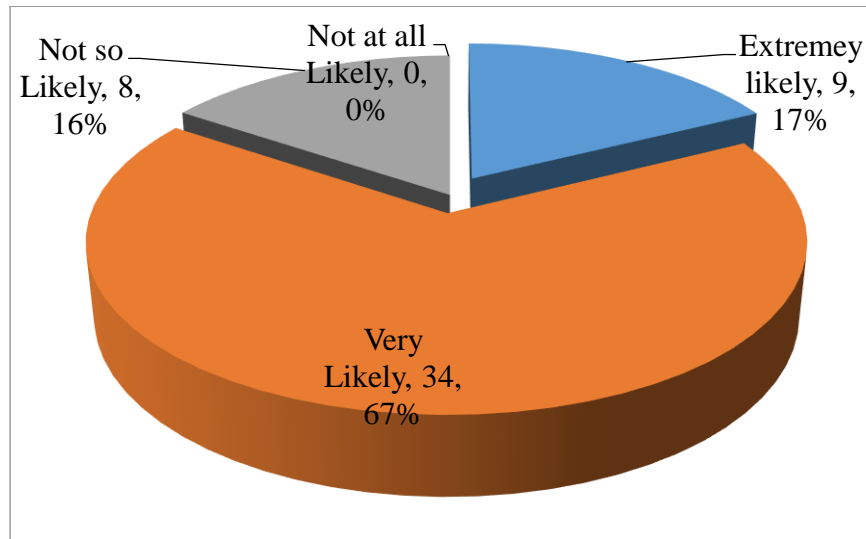
Source; Research Data 2017

From above Figure, majority of the respondents were somewhat satisfied with digital marketing as shown by 76.0% of the respondents. Only 14.0% of the respondents were very satisfied and 10% were neither satisfied nor dissatisfied.

4.6 Likelihood of recommending Digital Marketing to others

The sampled respondents lastly were asked to state whether they are likely to recommend digital marketing to others. The results are as shown in Table 4.6

Figure 4.6: Likelihood of recommending Digital Marketing to others



Source; Research Data 2017

From the above figure, majority of the respondents were very likely to recommend digital marketing to others as shown by 67.0% of the respondents while none of them was not at all likely to recommend to others. Those who were extremely likely to recommend others were 17.0% and 16% were not so likely.

4.7 Correlation Analysis

Correlation was measured using Pearson's correlation coefficient. This analysis was used to indicate which specific digital marketing strategy platform had significant relationship with particular performance indicators. All digital marketing strategies

had significant relationship with various brand performance indicators except YouTube and similar video sites as well as mobile applications.

The results revealed that email had significant relationship with more sales ($r = 0.515, p=0.000$) and higher demands for products ($r = 0.475, p=0.001$). Similarly, digital displays had significant relationship with more sales ($r = 0.557, p=0.000$) and higher demands for products ($r = 0.658, p=0.000$). SMS had significant relationship with new customer acquisitions ($r = 0.365, p=0.011$). Social media had significant relationship with increased revenue ($r = 0.511, p=0.000$) and increased market share ($r = 0.410, p=0.004$).

Online sales had significant relationship with increased market share ($r = 0.310, p=0.041$), more sales ($r = 0.566, p=0.004$) and higher demand for products ($r = 0.381, p=0.012$). Search engine optimization had significant relationship with increased market share ($r = 0.320, p=0.034$), new customer acquisition ($r = 0.307, p=0.042$) and increased profitability ($r = 0.311, p=0.042$). Lastly company website had significant relationship with new customer acquisition ($r = 0.319, p=0.033$), increased profitability ($r = 0.298, p=0.050$), more sales ($r = 0.674, p=0.000$) and higher prices ($r = 0.687, p=0.000$)

4.8 Regression Analysis

Regression analysis was conducted so as to find out the changes in brand performance that is been accounted by for e-marketing strategies. The results are as follows

Table 4.11: Coefficient of Determination

R	R Square	Adjusted R Square	Std. Error of the Estimate
.638 ^a	.407	.250	.56235

Source; Research Data 2017

Coefficient of determination explains the extent to which changes in the dependent variable can be explained by the change in the independent variables or the percentage of variation in the dependent variable (brand performance) that is explained by independent variables (e-marketing strategies). The independent variables that were studied, explain only 40.7% of the bookstores brand performance as represented by the adjusted R squared. This therefore means that other factors not studied in this research contribute 59.3% of the bookstore brand performance. Therefore, further research should be conducted to investigate the other factors (59.3%) that influence bookstore brand performance.

Table 4.12 Significance of the Coefficient of Determination

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	7.384	9	.820	2.594	.021 ^b
Residual	10.752	34	.316		
Total	18.136	43			

Source; Research Data 2017

To assess the significance of the coefficient of determination was assessed using Analysis of Variance (ANOVA) and the results are presented in Table 4.9. As shown, (9, 34) =2.594 which was statistically significant implying that e-marketing is a significant predictor of brand performance of bookstores found in Nairobi County

4.9 Discussion and interpretation

The findings have revealed that bookstores in Nairobi dealt with various types of products which included books, stationery, gift items and airtime. In all bookstores books accounted more than 80% of their product mix. Majority of them stocked academic books which indicate that their target market is academic institutions which have students who are keen on technology such as e-marketing platforms like social media and online marketing. Oloth (2002) found that most of the bookstores in Nairobi County stocked books of various types but academic books were majority.

Majority of the bookstores sold their products in a physical location although some of them used both online and physical location. This implies that even though the country has made various effort to make internet accessible to business through fibre optics, most business still prefer to use physical outlet to sell their products. This allowed their customers to visit their stores to sample their products. The bookstores were found to use both traditional and e-marketing strategies with over half of them utilizing both strategies. It was difficult to find bookstores that utilize e-marketing strategies alone as majority of their customer still are familiar with traditional marketing strategies such as word of mouth, flyers, posters etc. According to Njuguna (2015) most education institutions engage the use of more than one marketing strategy and this has enhanced higher performance. Jalang'o (2015) established that commercial banks were shifting from the traditional advertising boards to more digital marketing platforms such as social media and email marketing.

It was also established that Short message texts (SMS), social media and email are the most common digital platform used by bookstores and they were utilized at moderate

extent. Other platform included company websites, online advertising, mobile application and search engine optimization. The choice of e-marketing strategies was influenced by the cost and its effectiveness. It was cheap to send SMS to their prospective customers than online advertising which requires a third party. Further, majority of their market which consisted of parents, academic institutions, students have phone number and/or email address which make it ideal to send SMS or email. However, online advertisement enable web based books which can be operated as normal books thereby increase their marketing capability. Sharma and Sheth (2004) noted that companies have explored digital-marketing vehicles such as video ads, sponsored content and online promotions. Similarly, Matikiti, Afolabi and Smith (2012) found out that hotels in South Africa have been developing websites for marketing purposes.

The findings also established that most of the bookstores have been using digital platform for less than five years meaning there is still room for improvement in the utilization of digital marketing strategies. It is therefore important for stakeholder in ICT sector to provide enabling environment which would make it possible for business to adopt e-marketing. This observation is similar to Nyamamu, (2015) who concluded that that digital advertising will have a huge impact on the performance of the companies in the next 5 years and that the digital platform is likely to be the next frontier for business competition.

Most of the bookstores were motivated by efficiency and effectiveness' of the platform both from their customers as well as suppliers. However, a customer-driven focus motivated the bookstores such as faster response to customer queries hence

most of them were keen to acquire new market, new customers resulting to increase in sales. This findings tally with Alawadhi and Morris (2008) and Venkatesh et al (2003) who found that the adoption of digital marketing is motivated by cost of technology, efficiency and social influence. Gummesson, (2008) reported that website managers perceived the Web to be a cost effective means of marketing.

The importance of e-marketing strategies was manifested in the level of satisfaction and recommendation. Majority of the respondents were somehow satisfied with digital platform and they were very likely to recommend digital marketing to others. These imply that digital marketing is a marketing strategy which must be integrated with traditional marketing so as to get most from the marketing. According to Wanjuki (2014) most businesses especially those offering products are adopting digital marketing due to their importance in reaching out to large audience at shortest time possible. With decrease in internet subscription cost and advance development of technology, adoption of e-marketing is likely to increase although traditional marketing will persist.

Results from inferential statistics using correlation analysis produced mixed outcome. Not all marketing strategies had significant relationship with brand performance indicators. Results indicated that You Tube and similar video sites as well as mobile applications had insignificant relationship with brand performance indicators. Email significantly influenced sales volume and the same results were obtained from digital display as digital marketing strategies. Social media influenced revenue and market share, sales volume and demand for products. Search engine optimization influenced market share, customer acquisition and profitability. Company website influenced

customer acquisition, profitability, sales volume and prices. This implies increase in the utilization in these e-marketing strategies would result to increase in brand performance. Kithinji (2014) found out that internet marketing has influence on profitability and brand visibility of the SMEs in Nairobi County. Digital marketing enables firms' reach to new customers, enhance brand awareness and mitigate clients complains thereby improving on profitability.

Regression analysis revealed that 40.7% of the variation in brand performance is significantly explained by e-marketing strategies adopted by bookstores in Nairobi County. These findings are consistent with Onyango (2016) who established that digital marketing strategies had significant effect both financial and non-financial performance indicators. Companies that invested to harness the power of Digital Marketing claim better returns, more customers and more sales. This was also found to be consistent with Acharya, Kagan, and Lingam (2012) study which found out that digital marketing is used as a marketing tool to attract and retain customers, expand market reach. Further Wanjuki (2014) concluded that digital marketing enhances brand visibility.

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS.

5.1 Introduction

This chapter presents the summary of the finding of the study. The chapter, therefore, focuses on a summary of the findings and the resulting conclusions. Further, the chapter makes recommendations for practice and for further research in addressing the weaknesses of the study.

5.2 Summary of Findings

The findings have revealed that bookstores in Nairobi dealt with various types of products which included books, stationery, gift items and airtime. Books accounted up to 80 percent of the products and they included Academic books, Religious books, and Leisure books. Academic books were found to constitute up to 95 percent of the overall proportion in some bookstores. Majority of the bookstores sold their products through a physical location although a few them used online channel.

More than half of the bookstores (59.0%) used digital technologies to market their products. The most common digital strategies utilized by these bookstores in Nairobi County were Short message texts (SMS) at 86.3%, Social media at 74.5%, Emails at 70%, Company Website at 56.9% and online advertisement at 52.9%. Most of these bookstores were found to have used digital marketing between one and five years although a few of them (5.9%) have been using it for over 10 years. Most of the bookstores have been motivated to use digital marketing strategies due to their efficiency and effectiveness although few of them found them to be cost effective as compared to traditional marketing strategies (23.5%). Social media and Short message

texts (SMS) e-marketing strategies were found to be used at moderate extent while online advertising, Mobile applications, Search Engine Optimization, YouTube and similar video sites were found to be used at very small extent.

Brand performance indicators revealed that digital marketing strategies affected new customer acquisition, more sales as well new market acquisition at moderate extent while higher prices were affected at very small extent. Most of the bookstores respondents were in agreement that there was faster response to customer queries and new customer acquisition as far as digital marketing is concerned. Further, most of the respondents were somehow satisfied with digital marketing and they were very likely to recommend others

Results from inferential statistics using correlation analysis produced mixed outcome. Not all marketing strategies had significant relationship with brand performance indicators. Results indicated that You Tube and similar video sites as well as mobile applications had insignificant relationship with brand performance indicators. Email significantly influenced sales volume and the same results were obtained from digital display as digital marketing strategies. Social media influenced revenue and market share, sales volume and demand for products. Search engine optimization influenced market share, customer acquisition and profitability. Company website influenced customer acquisition, profitability, sales volume and prices. Regression analysis revealed that 40.7% of the variation in brand performance is significantly explained by e-marketing strategies adopted by bookstores in Nairobi County.

5.3 Conclusions

The following conclusions arise from the findings.

The study concluded that bookstores in Nairobi County had various products which included books, stationery, gifts as well as airtime. However, books constituted large proportion of their products and this included academic books which are used in academic institutions. The products were mainly sold through physical location with some through online outlets.

The study also concluded that the sampled bookstores in Nairobi County were to utilize both traditional and e-marketing strategies. The traditional strategies that were commonly utilized were word of mouth and banners. However, more than half of the bookstores in Nairobi County used both traditional and e-marketing strategies. Majority of the bookstore have been utilizing Short message texts (SMS), Social media, Emails, Company Website and Online advertising. These strategies have been utilized between one and five years and they were motivated by their effectiveness and efficiency.

The study also established that social media and Short message texts (SMS) were utilized at moderate extent although the overall extent of digital marketing strategies utilization was found to be at small extent.

The study also concluded that digital marketing affected new customer acquisition, new market acquisition and sales volume at moderate extent while increased market share, increased revenue, higher demand for products and Increased profitability at small extent. However, higher prices were not affected at all. The overall extent of digital marketing strategies on brand performance indicators was established to be

small extent. It was also noted that there faster response to customer queries leading to new customer acquisition as far as digital marketing is concerned.

The study further concluded that the bookstores were somehow satisfied with digital marketing platforms and they were very likely to recommends other to adopt them as marketing strategy. Overall, the study concluded that there is a significant relationship between e-marketing strategies and brand performance of large bookstores in Nairobi County. Since technology has become vital part of businesses, firms should choose the e-marketing strategies in a way that is imperative to their goals and expectations.

5.4 Recommendations

The study established that most of the bookstores in Nairobi County were using digital marketing to improve their brand performance. It is recommended that the bookstores that have not been using digital marketing to a large extent should do so in order to be competitive and enhance organizational performance since through information technology innovation is born through ideas and relevant information.

Likewise the study recommends that nowadays without adoption of digital marketing, organization could not perform as per expectations due to competition in the market thus it's a vital tool for competitive advantage. Additionally, the study recommended that promotional campaign should be emphasized more on digital marketing since the age group in those sites constitutes the people with interest in experiencing the new brands of the product or services and they can only access the information online as they look for their preferences.

Bookstores that absorbed the information they get from the customers excel in their performance particularly in sales volumes which in return contributes to more profit. Consequently, the study recommended that feedback information from the customers should be strictly accessed so as to sort out the information that aims at improving the brand performance since some of the information that may stream in to the bookstores may be provided by the competitors to mislead the bookstores hence failure to realization of the bookstores goal.

The study recommends that given that the traditional one-to-many way of sending marketing messages to potential customers is no longer enough and should be complemented by e-marketing strategies to achieve the most effective and efficient way of reaching out to their customers so as to be in a position to take full advantage of the digital marketing potential.

Digital marketing strategies has greatly advanced playing a major role in brand performance and given that the high cost of acquiring the digital facilities and the lack of adequate IT infrastructure could act as a challenge to the adoption of digital marketing in Kenya, the study recommends that the government through the relevant ministries has to increase its investment in laying of the fiber optic cable so as to provide the necessary IT infrastructure that would reduce the costs associated with the adoption of the digital marketing platforms by the bookstores all over the country.

The study recommends that bookstores should only put their resources on those e-marketing strategies that have greater impact on brand performance. In order for e-marketing strategies to be effective and efficient, all the employees have an obligation

to support the adoption and implementation of e-marketing processes as no department within the bookstores is independent.

Due to the high growth rate of social communities most businesses ought to realize the potential of social media marketing in reaching the larger audience. The study recommends that the sooner the marketers dive in and begin experimenting in the Digital marketing Platforms, the more successful they will be in the future. The use of digital communication platforms is important to bookstores so as increase their visibility and increase their customer base especially the academic books which are mainly used by youth.

5.5 Limitations

The study faced time constraints since the university requires completion of the research document at a specified date, hence creating short deadline for data collection and analysis. Nevertheless, the researcher managed to collect data from the respondents with ease through the help of research assistant.

The study used single respondents from each bookstore in Nairobi County which put constraints on the generalizability of the results to other firms and other country contexts. The sample selection may also limit the generalization of results to the overall population as it focused on large bookstores only. The narrow and specific focus of this study means the results are limited to large bookstores only which may not translate to other industries and countries.

Another limitation is that as with other research that uses questionnaire as the instrument to collect data, there may be a problem of social desirability. Some respondents may have the tendency to exaggerate or provide responses deemed to be desirable by others, instead of giving honest responses.

5.6 Suggestion for further studies

The study explored the relationship between e-marketing strategies and brand performance of large bookstores in Nairobi County; the study recommends that a similar study should be done in other industries other than large bookstores to check if there will be a variance in the results. Further researcher could be done to investigate whether digital marketing could lead to sustainable competitive advantage and business performance of bookstores. The study further suggests that further research to be done on factors affecting adoption of digital marketing.

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APPENDICES

APPENDIX I: RESEARCH QUESTIONNAIRE

The relationship between E-Marketing strategies and brand performance of large bookstores in Nairobi

Kindly tick the appropriate response.

Section A: Introduction

1. Name of the bookstore.....
2. How long has the bookstore been in operation?
 - a) 1-5 years
 - b) 6-10 years
 - c) 11-15 years
 - d) 16-20 years
 - e) Over 20 years
3. How many employees are there in your bookstore? Tick as appropriate
 - a) 8-12
 - b) 13-17
 - c) Over 17
4. What is your position in the organisation?

Section B: Marketing Strategy

1. Which of the following products do you deal with? What proportions do they contribute to your overall business?
 - a) Academic books
 - b) Religious books
 - c) Leisure books
 - d) Stationery
 - e) Gift Items
 - f) Others (Specify)
2. Which outlets do you use to sell the above products?
 - a) Physical location

- b) Online
3. What methods do you use to market your products? Please list below
 - a)
 - b)
 - c)
 - d)
 - e)
 4. Does your organization use digital technologies to market your products? Tick appropriate
 - a) Yes
 - b) No
 5. Which of the following digital marketing strategies do you utilize to prospect for new customers? Tick all that apply
 - a) Emails
 - b) Digital displays
 - c) Short message texts (SMS)
 - d) YouTube and similar video sites
 - e) Social media
 - f) Online advertising
 - g) Search Engine Optimisation
 - h) Mobile application
 - i) Company Website
 - j) Others (Specify)
 6. How many years have you been using digital marketing as a strategy?
 - a) Less than 1 year
 - b) 1-5 years
 - c) 6-10 years
 - d) Over 10 years
 7. What motivates you to use the digital marketing strategies mentioned earlier?
 - a) Cost
 - b) Efficiency
 - c) Effectiveness
 - d) Influence from peers

e) Others (specify).....

8. To what extent is your firm using the following digital marketing platforms?

Use: 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent. 5- A very great extent

	1	2	3	4	5
Emails					
Digital displays					
Short Message Texts					
YouTube and similar Videos sites					
Social Media					
Online advertising					
Search Engine Optimisation					
Mobile application					
Company website					
Others (Specify)					

Section C: Brand Performance Indicators

1. In your opinion, to what extent has digital marketing affected the following performance indicators in your firm?

Use: 1-Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent. 5- A very great extent

	1	2	3	4	5
Increased revenue					
Increased market share					
New customer acquisition					
Increased profitability					
More sales					
Higher demand for products					
New market acquisition					
Higher prices					

2. On a scale of 1-5 to what extend do you agree with the following statements as concern digital marketing?

Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4-Agree and 5-Strongly agree.

	1	2	3	4	5
Faster response to customer queries					
Increased sales revenue					
Leads to new customer acquisition					
There is increased sales					

3. Overall, how satisfied are you with digital marketing platforms? Tick as appropriate

- a) Very satisfied
- b) Somewhat satisfied
- c) Neither satisfied nor dissatisfied

4. How likely are you to recommend digital marketing to others? (Tick as appropriate)

- a) Extremely likely
- b) Very likely
- c) Not so likely
- d) Not at all likely

Conclusion: Thank you for taking your time to respond to this survey

APPENDIX II: List of Bookshops

1	Batimayo Book Centre	P.O.. Box 2274-00200 Ruai	Ruai Township	0721-959385
2	Bibclaft Enterprises	P.O. Box 52454 Nairobi	Buruburu	0700-116146
3	Bima Stationers Ltd	P.O. Box 407 Nairobi	Ruaraka	0700-116146
4	Blessing Bookshop			
5	Bliss Book Centre	P.O. Box 8867 Nairobi	KTDA building	0720-381052
6	Booknest Bookshop	P.O. Box 1417-00100 Nairobi	Nairobi Town	0722-284524
7	Chaka Bookshop	P.O. Box 16243 Nairobi	Cross Road Thingira wa Muranga	0735-738397
8	Ensamo Bookshop & Stationery	P.o. Box 23508 00100 Nbi	Kibera Drive Olympic	0723-437124
9	Ensampu Ventures	P.o. Box 281 Kitengela	Kitengela	0724-090946
10	Finerate Bookcentre	P.o. Box 588-00516 Nairobi	Cross Road Thingira wa Muranga	0724-505288
11	Frabet Stationers	P.o. Box 54596 Nairobi	Ngara Nairobi	0721-375114
12	Garissa Elimu School Supplies	P.o. Box 180 Garissa		0714-264649
13	Gika Bookshop & Office Supplies	P.o. Box 53312 Nairobi	Cross Road Jekaku House.	0723 -705801
14	Gilvash Enterprises	P.o. Box 52717-00200 Nairobi	London Quest Quest Hs.	0720-486498
15	Henka Books ltd	p.o. Box 65966-00607 Kahawa West	Kahawa West Market	0720-712384
16	Hinson Enterprises	P.o. Box 8190-00300 Nairobi	Thome Estate	0722-363630
17	Ilang'eni Bookshop & Stationers	P.o. Box 75-00209 Loitokitok	Road Kajjado	0722-898488
18	Intellect General supplies			
19	J.K. Stationers	P.o. Box 495-00902 Kikuyu	KIKUYU TOWN	0722 -277449
20	Jemwa Investments	P.o. Box 558-00516 Nairobi	Cross Road Thingira Wa Murang'a	0721 -905062
21	Jenito Traders	P.o. Box 39737-Nairobi	Mfangano Trade Centre	0726 -556103
22	Joshy Enterprises Limited	P.o. Box 114-1030 Nairobi	Ronald Ngala St.	0722-368797
23	Juliwa Bookshop			
24	Klinmar Stationers	P.o. Box 16243-00610 Nairobi	Cross Rd.	0722 -489579
25	Lekama Distributors	P.o. Box 1336 Nairobi	Nairobi Town	0723646295
26	Loshaben Supplies	P.o. Box 46622-10100 Nairobi	NairobiTown	0720 -284291
27	Maningi Enterprises	P.o. Box 56123 Nairobi		0 7 2 2 - 7 4 2 3 8 1
28	Mermich Books and & General Supplies	P.o. Box 446-00502 Nairobi	Nkoroi —Along Magadi Rd.	0721-592461
29	Mwano Enterprises	P.o. Box 7198-00200 Nairobi	Nairobi	0724-668417
30	Nabulu Bookshop	P.o. Box 100-00200 City Square	Nairobi	0721801789
31	Mamba's Book Centre	P.o. Box 11538-00400 Nbi	River Road	0722 -247961
32	OptiAfric Limited	P.o. Box 226 Kiserian	Kiserian Town	0721 -171280
33	Oremus Bookshop	P.o. Box 51912-00200 Nairobi	Mecca Hs. Mfangano Street	0720 -908454
34	Penan Enterprises	P.o. Box 79779-00200 Nbi	City Studium Rd.	0722 -591849
35	Perfect Seal Bookshop	P.o..Box 69501-	Nairobi Accra Road	0726- 166986

		00200Nairobi		
36	Peruse Bookshop & Stationers	P.o. Box 11755 Nairobi	Giriama Rd. Nairobi Town	0721 -960945
37	Psalms Printers & Gen. Supplies	P.o. Box 762-00518 Nairobi	Tena Market	0725-341048
38	Rikion Bookshop	P.o. Box 16243-00610 Nairobi	Cross Road	0722-341143
39	Rimo Bookshop	P.o. Box 16243-00610 Nairobi	<u>Cross Road Thingira wa Muranga Ongata</u>	0722 - 3 6 1 8 7 9
40	Rivers of Joy Bookshop	P.o. Box 26314-00504 Nairobi	Rongai	0720-815954
41	Roceka General Merchants	P.o. Box 13363-00200 Nairobi	Cross Road Nyamakima	0721-883742
42	Rosali Bookshop			
43	Ruai Bookshop & Stationers	P.o. Box 409-00300 Nairobi	Ruai Town Kangundo Rd	0724-325425
44	Samwide Agencies	P.o. Box 70132 Kiserian	Kiserian Town	0722 -609356
45	Shamina Business Systems	P.o. Box 6291-00300 Nairobi	Nairobi	0721 -600345
46	Soman Bookshop	P.o. Box 42208- NRB	Embakasi	0716-521712
47	Sport on light Bookshop			
48	Stamford Bridge Services	P.o. Bo 308 Kajiado	Kitengela Namanqa Rd	0722-471449
49	Stellaron Stationers	P.o. Box 101334-00100 Nbi	Ngara Ruwaga Plaza Juja Rd.	0720-425300
50	Step Bookshop	P.o. Box 11753-00400 Nairobi	Cross Road Nyamakima	0724-717761
51	Superior Book services	P.o. Box 1754-00100 Nbi.	Cross Rd Nyamakima	0721-484442
52	Top- Pass Books & Stationers	P.o Box 6500- Nairobi	Business Corner Cross Rd.	0724-819822
53	Transparent General Supplies	Po.Box23535-00625 Kamm'	Kahuho	0725-504609
54	Valyne Enterprises	P.o. Box 8897-00100 Nairobi	Umoja Inner core	0722 -682200
55	Wilces Investment	P.o. Box 61592	Kalse House	0721-391012
56	Wise Stationers & Printers	P.o. Box 62411-00200 Nairobi	Nqala Githiga House	0722-797534
57	Zukhruf Commercial Agency	P.o. Box 181 Namanga	Amboseri Road Namanga Road	0722 -741439
58	Nactal Enterprises Ltd	P.o. Box 5004-00506 Nairobi	Afraa Building South C	0715-555680
59	MouldStar Enterprises	P.o. Box 190-30508	EastLeigh	0715-067550
60	Laxmi Booksellers Ltd	P.o. Box 3244 Nairobi	Cross Roads Nbi.	0721-610953
61	Nairobi Muslim Academy	P.o. Box 18421-00500 Nairobi	Nairobi Suth 'C	0721-427488
62	Prior Enterprises	P.o. Box 69571-00400 Ronald N'ala	Al ua Plaza Muranga Road	0725-494945
63	Brotherhood Book centre	P.o. Box 61204 Nairobi	Sheik Karume Rd.	0711-881558
64	Denver General Merchants	P.o. Box 49915-00100 Nairobi	Bidii House Airport North Rd	0711-580480
65	Aiken Kenya Limited	P.o. Box 71021-00622 Nairobi	Southend Centre Matarakwa	0722-915665
66	Scripture Union Christian Book Centre	P.o. Box 4017-00101 Nbi.		0714-119146
67	Clayline Services Ltd	P.o. Box 47433-00100 Nairobi	Kipanga Athumani Road	0722-748671
68	Winsmark Printers and	P.o. box 3564-00200	Gatatha Building	

	Stationers	Nairobi		
69	Bingwa Servers Bookshop & Stationers	P.o. Box 2814-00100 Nairobi	Lagos Road	0721 -426181
70	Bash Bookshop & Investment	P.o. Box 250 Nairobi		0728-468826
71	Jomema Stationers	P.o. Box 572289-00200Nairobi	Cross Road	0721 -427806
72	United Spurs Stationery Stores	P.o. Box 60744-00200 Nbi	South B Shopping Center	0703-271047
73	Gaylie Links Supplies Limited	P.o. Box		
74	Lynprint Enterprises	P.o. Box 3776-00100	Cross Road	0722 -780526
75	Top Flyer Booksellers			0723455616
76	Omit Top Pass Bookshop			
77	Prestige Bookshop	P.O. Box	Mama Ngina Street	0707660164
78	UNES Bookshop		4 Harry Thuku Rd	
79	Text Book Centre	P.O. Box 47540 Nairobi	Kijabe Street	0722560580
80	Bookstop Limited			020271453
81	Savanis Book Centre Ltd		Maulji Jetha Latema Road	0203746280
82	Savanna Bookshop		03 Koinange Street	
83	Keswick Bookshop			
84	Chania Bookshop Ltd		Tumaini House	0722806136
85	Wakestar Bookshop		Rehani House, banda Street	020340074
86	Educate Yourself Ltd		Westlands	0725522108
87	Chaka Bookshop		Cross Road	0715659299
88	Gabby Books K Ltd		Muthithi Road	020 3742834
89	Enjoy Christian Bookshop	P.O. Box 59115 Nairobi	Church House	020 310238
90	Joel Osteen Bookshop		Government Lane	0710134353
91	CLC Christian Booklink Kenya			0734446729