

**INFLUENCE OF SOCIAL MEDIA STRATEGIE'S ON PERFORMANCE OF
SMALL ENTERPRISE BAKERS IN THIKA KIAMBU COUNTY, KENYA**

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DECLARATION

I, the undersigned, declare that this is my original work and has not been presented to any institution or university other than the University of Nairobi for examination.

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D61/60107/2011

This research project has been submitted for examination with my approval as the University Supervisor.

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DEDICATION

This research project is dedicated to my husband, children, sister and my parents for their support, encouragement and patience during the entire period of my study and continued prayers towards successful completion of this course.

LIST OF ABBREVIATIONS

RBV	Resource Base Theory
ROI	Return on Investment
ROA	Return on Assets

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ABSTRACT

The growth of the social media has created opportunities for business entities by providing them with opportunities, and as such, firms are increasingly capitalizing on social media to be the ingredient of their strategy and brand structuring activities. Social media has the potential to provide marketers with an opportunity to link with clients using a media channel that has a greater reach. The objective of the study was to establish the influence of social media strategy on performance of small enterprise bakers in Kiambu County. This study adopted a descriptive research design and utilized primary data. The population for this study was 30 small enterprise bakers in Kiambu County. Since the population of study is small, the study adopted a census approach. The data collected through questionnaires were checked for accuracy and completeness. It was edited, classified and tabulated before carrying out descriptive analysis. The researcher calculated the mean for the data in order to rank factors that a firm considers in choosing the social media strategy. In this study, standard deviation has been used to establish the variation of a particular firm's data from the industry average. The results of this analysis were presented using tables and charts. In order to perform all these analysis, the Statistical Package for Social Sciences (SPSS) software was utilized. Results indicated that all the firms had a social media site. In addition most firms use social media frequently. Outcomes also displayed that facebook, twitter, content communities and websites had a positive and significant effect on performance of small scale enterprises. Facebook has highly increased customer engagement and improved complaint resolution with customers. The study also concluded that facebook usage has led to increased sales and enabled access to new markets and customers. Small scale enterprises are advised to ensure they have a facebook account. They should also ensure that the facebook account is active all the times so as they can be able to have access of new markets and customers. The study further recommends that small scale firms should ensure they use content communities. This will promote the number of viewers in their social media pages and thus boosting the market.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Strategy is paramount for the survival and success of any business. Today, businesses have a variety of opportunities as compared to the recent past. Social media allows two-way conversations where organizations listen and respond to the consumers. Besides, social media encourages participation and feedback that helps businesses to improve their products or services (Pradiptarini, 2011). Additionally, social media allows companies to engage clients directly and at a relatively low cost. Since the main goal of companies is to reach a large client base, companies must, therefore, have their presence where consumers can easily interact with the company, whereby in most cases this is in the social networking sites. Social media strategy involves the use of online platforms for instance Linked In, Twitter and Facebook to attract customers in creative ways (Išoraitė, 2016).

The study was anchored on the following theories; adaptive structuration theory, social information processing theory, and resource based theory. Adaptive structuration theory clarifies how social frameworks adjust to new technologies. The social perspectives include groups and associations that utilize the information technology for their work (DeSanctis & Poole, 1994). Subsequently, they establish a viewpoint about the purpose and use of the technological innovation, and ways it can be connected to their purposes. These viewpoints can differ broadly across classes. These observations impact the way technology is utilized and consequently mediate its effect on group results. The social information processing theory looks at how we develop perceptions about each other overtime online without resorting to non-verbal prompts (Walther, 1992). Social

networks are primarily Internet-based applications and tools or mobile phones to share information between people. The resource based theory refers about organizations having strategic resources for which one correctly utilized shall realize sustainable competitive advantages to their rivals.

For a long time, Bread and baked goods have been an essential part of human diet. According to Global trends prediction, the production of cereals increases by 1.4% per year with 57% of total growth of it coming from developing countries from 2013 to 2022 (Sherrill, 2014). The choice of breads and using of baked food has suddenly exploded with the quick changing lifestyle of average Kenyans and this has made products from bakeries vitally indispensable on the breakfast table therefore increasing demand for varieties of bakery products. Small enterprise bakers in Kenya are facing challenges with upcoming of modern retailers based in cities, supermarket shopping culture, malls, food courts, bakery cafes making it difficult to compete with large bakery firms.

1.1.1 Social Media Strategy

Kaplan and Haenlein (2010) construe social media to be a collection of functions based on the internet depending on ideas and technology, which allows the exchange of and also creation of a user produced content. Social media strategy involves the active usage of social media platforms being a tool of strategy in promotion of a product or a service. Therefore platforms incorporate data tools, enabling their clients, who advertise through them, to establish and gauge the use of social media as an effective tool of strategy. The social media websites enable interactions and establishment of relationships online (Felix, Rauschnabel & Hinsch, 2016). Social media creates brand exposure and increases traffic to the company's website creating brand awareness. Strong social media presence

allows companies to develop business partnerships, reduce marketing costs of advertising and improve sales (Palmer & Lewis, 2007).

Twitter is social networking online service which allows the members registered to send and receive short posts called tweets. Through Twitter, companies share information at a fast rate to a wide audience using a simple tweet that has helped companies to market their products and services. Twitter has lifted brands and improved sales by reaching out directly to the targeted audience (Healy, 2017). Facebook on the other hand is a media site that enables social users to create account that is used to share relevant product information, post videos and keep in touch with other Facebook users.

Youtube is an online site that is used to upload, view and share videos with information on product attributes with others across the globe. Consumers' visit Youtube frequently to watch and share brand contents with friends (Cohen, 2016). Pictures create a great impact in the mind of consumers giving Youtube a competitive advantage over other social media strategy platforms. Companies with exceptionally good video campaigns break even mostly when the videos adverts have gone viral. Youtube creates awareness with the creativity of the brand adverts to inform and engage consumers in a more entertaining way to enable consumers share the videos with others on social media network.

1.1.2 Firm Performance

Richard, Devinney, Johnson and Yip (2009) defined organizational performance as fulfillment of the intended mission of the organization which is obtained through good management, persistent efforts and superior governance in order to achieve goals. The

multiple performance criteria for non-profit organizations includes responsiveness, flexibility, cost, productivity, asset efficiency utilization and reliability (Chang, Tsui, & Hsu, 2013). An organization's performance is centered on the kind of activities that it carries out in fulfillment of its mission. End results are the observable aspects that determine an organization's performance (Valmohammadi & Servati, 2011).

Some frequent performance measures include productivity, market share, profitability, growth, competitive position and stakeholder satisfaction (Kantor, 2001). However, when measuring firm performance financial elements are not the only indicators (Chesbrough, 2010); business performance is split into four dimensions, financial goals, internal processes, human relations and open system, where each gets measurement by whatever changes occurring in its variables. There seem to be no agreement concerning the best or even the most sufficient measure of organization performance. Some use financial measures as a criterion to judge the success or failure of a decision or action. Performance measurement focuses on the internal processes to quantify how effective and efficient an act is, by use of a number of metrics.

According to Richard et al. (2009) how an organization performs is centered on three outcome areas; financial performance in terms of profits, Return on Investment (ROI) and Return on Assets (ROA); performance of the product measured by market share, sales volume, returns made on investments by the shareholders that includes total shareholder return and economic value added. There are, however, challenges in using these measures; for starters most managers are unwilling to allow researchers access their financial records, savings are inconsistent from year to year and environments are

constantly changing which makes it difficult to compare the savings made years after (Richard et al., 2009).

1.1.3 Baking Industry in Kiambu County Kenya

The bakery industry has been identified as one of the crucial sectors that have been singled out in the national long term development policy for reshaping the economy of a country. Peoples' access to digital foods is changing them on how they plan meals and shop for the same products and ingredients (Kazungu and Matto, 2017). As people interact with food on mobile devices, it encourages new ways of how they discover, share and organize food ideas, menus and also recipes. For instance, according to Kenya Bakery Sector Prompt Payment study (2017) bakeries use social platforms like Facebook pages and posts, Instagram and WhatsApp to get in touch with customers and share very attractive recipe photographic content and video content that maximum appeals to customer appetite. Most bakeries frequently uses social media to advertise baked goods like rainbow cakes, challah bread, cake pops and even flourless brownies used for Passover by posting their pictures. The main aim is to get Facebook customers to place an order.

Most small enterprise bakeries are mostly concentrated at the hypermarkets. With supermarkets in Kiambu experiencing quick changes and growth, the bakery industry is dominated by a high number of retail setups consisting of hypermarkets in Kiambu. Naivas, Choppies, Carrefour and Tuskys have in-house bakeries under different trade names e.g. "The fresh corner" of Tuskys, "Fresh bake" of Naivas etc. The retail industry assist in boosting the economy of the country by ensuring that customers get products easily hence increasing the demand of the products. According to Yu and Ramanathan

(2008) most retails have significantly contributed to job creation among the youth. Today customers have a variety of choices to make in the supermarket when shopping products in retail.

Bakery products in this case have a narrow range of association with textural properties. The perceptions of customers on how bakery products should feel and also behave at the point of consumption are very strong. When there is Deviation from an anticipated kind of texture is then interpreted by customers as a loss in quality for instance in staling or in freshness. The behavior of raw materials and components within bakeries that are automated is very vital for efficient high quality manufacture of the same, whereas the effect that arises from storage on shelf-life is also a critical factor to be considered when selling into a distribution network.

1.2 Research Problem

The growth of the social media has created opportunities for business entities by providing them with opportunities, and as such, firms are therefore increasing on their capitalization on social media platforms to be the ingredient of their strategies and structuring of brand activities (Gallaugher & Ransbotham, 2010). Social media has the potential to provide marketers with an opportunity to link with clients using a media channel that has a greater reach. Sashi (2012) asserts that through social media use, companies therefore can develop relationships with their existing customers as well as also new ones by their capacity to recognize issues and then come up with solutions for them.

In Kenya the baking industry is growing up in terms of scale and also popularity; since more Kenyan consumers are more willing to buy cakes occasionally and at also at high prices than ever before. A Cake has become an important item in most of the functions and occasions happening in major cities. Therefore baking for business purposes has now come up as a popular thing and which is acceptable to individuals here in Kenya. Shopping for creative bakers in this day is a tad challenging especially with the crowding out effect most people can bake these days, and with the many numbers and the booming business, bogus bakers looking for easy money creep in and business becomes tough due to issues of trust.

Various studies have been done by researchers on the social media strategy and performance. A study by Pelling and White (2009) focused on the popularity of social media in the United States of America. The study determined that social media strategy had grown tremendously in the previous decade and that it was projected to grow even more in the subsequent years. This study was based on the American context and its findings may not reflect the Kenyan SME scenario. Another study of a similar nature was conducted in Ayedun (2014) in the context of Hungary, aiming to identify different social media strategy strategies and their effectiveness. However, the study did not objectively assess the impact of each of these methods on organizational performance of a business. A study by Hoffman and Fodor (2010) it was revealed that financial performance was the best way of assessing the impact of social media strategy campaigns due to its unique approach. The study instead proposed that one should focus on performance as social media improves customer motivation and brand loyalty. However,

the study did not apply this model and use it to look at how businesses were influenced by various social media strategy campaigns.

Locally, a study by Masinde (2012) asserted that social media did in fact have a positive impact. There was increased brand awareness, improved attitude towards the brand, and increased level of loyalty. The limitation of study is that it assessed the impact and direct effectiveness of social media strategy on targeted consumers who would prefer to use the services offered from the business and not the impact it had on the business. A study by Cherotich (2016) investigated the association and relationship between social media strategies that are based on the emerging identified platforms of social media and performance of SMEs in Kasarani Constituency in Kenya. Although it edged closer to the Nairobi County context, Kasarani is only one of the seventeen constituencies in Nairobi.

It is evident from the above summary of previous studies on the conflation between social media strategy and organizational performance that more needs to be researched on as gaps in knowledge still prevail. Some studies have yielded divergent results on the same focus, others have been based in foreign and sub-units of Nairobi County, and yet others have been largely conceptual reviews. This presents conceptual, contextual, and methodological gaps respectively. This study therefore addressed the following research question. What influence of social media strategy on performance of small enterprises bakers in Kiambu County Kenya?

1.3 Research Objective

The objective of the study was to determine the influence of social media strategy on performance of small enterprise bakers in Kiambu County.

1.4 Value of Study

This study will contribute to the theory of adaptive structuration theory by explains how associations and groups make observations about the utility on the role of technology and how it can be applied to the exercises of the association. It will also contribute to resource based theory by has highlighting the organizational resources which lead to creation of the valuable factor that enables the business organization to keep on growing transactions as well as attracting new investments. The findings are likely to contribute to the subject of existing body of knowledge about social media strategy for performance by shading light on the market entry strategies agreed to produce a performance.

This study is also very important to the managers of Bakery industry. It will provide a clear indication of what the right social media strategy strategies too adapt for success. Bakery industries wishing to venture into the market will find this study valuable as it will indicate the different social media strategy strategies that are best for their success. The findings will enlighten managers on the best practices of decision-making regarding expansion across borders. Consultants will equally benefit from this study when developing recommendations along social media strategy and their associated level of performance and survival in business environment.

Additionally, Policy makers are usually informed by research findings that attempt to explain a phenomenon or address an existing knowledge gap. To agencies and policy makers this study conclusion shall be significant in enlightening the policy conception particularly with regards to articulating social media strategy policies.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This section entailed the empirical review of literature on social media strategy theoretical framework, performance of small enterprise bakers In Kiambu County and their relationship. The chapter further presented the critique of existing literature and research gap. A review of both empirical and theoretical literature also explores the various social media strategies on performance of small enterprise bakers In Kiambu County in Kenya. It was based on a summary of and description of the current state of knowledge that guided the study by avoiding duplication and analyzing the structure of their arguments and figure out how they addressed the issues.

There are various theories that have been advanced on the subject of social media strategies as it continues to attract the interest of many scholars. Adaptive structuration theory clarifies how social frameworks adjust to new technologies. The social information processing theory argued that social networks are primarily Internet-based applications and tools or mobile phones to share information between people. The Resource Based View theory posited that all organizational resources have a competitive factor and are therefore important as they enable the execution organizational processes whose aim is to realize operational objectives.

2.2 Theoretical Foundations

Literature review identified and examined the work conducted by various researchers and scholars on social media strategies and performance of small enterprise bakers in Kiambu County in Kenya. This review provided comprehensive knowledge of what has already

been done, providing a base upon which findings of the study were interpreted and moves to overcome the limitations of previous studies. The section that follows, described and discussed different theories such as adaptive structuration theory, the social information processing theory and resource based view theory.

2.2.1 Adaptive Structuration Theory

Adaptive Structuration Theory was inspired by Antony Giddens' structuration theory. The theory was brought up by Scott Poole by observing linear models of communication and he determined that group dynamics therefore are too complicated to be minimised to a few chain of predictable events (Poole, Seibold & McPhee, 1985). Associations and groups make observations about the utility and the role of the technology and how it can be applied to the exercises of the association. These discernments impact the manner technology is utilized and its effect on gathering or association result. These perceptions created vary widely across individuals, groups and organizations. Structures in technology and structure in actions are inter-related since they continuously shape each other.

According to Pavlou and Majchrzak (2002) the theory is overly deterministic when a group uses technology on business to business e-commerce. The authors of adaptive structuration theory looked beyond technology into organizational structure and practice in which they concluded that technology should be aligned and compatible with the usual structure of the organization and market. This theory has however, faced criticism from various scholars. The theory has limitation; it is considered deterministic since groups follow a predictable chain of events, the theory assumes that the rules and guidelines are constantly changed by the group and it is also value laden. Based on the above

limitations, it is not clear how groups can be divided into smaller group for studying and can also be difficult to understand when there are so many parts (Stones, 2005).

2.2.2 Social Information Processing Theory

Social information processing theory is a theory of interpersonal communication developed in year 1992 by one Joseph Walther. The Social information processing theory (SIPT) suggests that in an online domain, relationships can be formed if given the time and chance to interplay (Olarian, Rodriguez & Williams, 2012). The theory posits that despite the unavailability of communication using spoken language and physical signals, relationships can reach the same level as face to face communication (Walther & Burgoon, 1992).

The theory opines that even in an online environment, communication can become intimate. The theory proposes that when online communicators are not able to provide verbal clues at their disposal, they adapt to the constraints they come across by looking for leads and adapting their social expressions (Olarian, Rodriguez & Williams, 2012). Social media is an online interaction platform that enables users to engage with one another despite not being able to see each other .The theory has proposed that even in an online environment relationships can be developed from non-intimate to intimate. Thus, through the use of social media, sales personnel can develop intimate relationships with their customers; this will subsequently lead to development of customer loyalty towards a stores brand and promote patronage of their stores.

2.2.3 Resource Based View

Introduced by Barney (1991), The Resource Based theory focused organizations attention to internal resources, strategically realigning those resources with view of obtaining competitive advantage to its rival firms. According to Barley, strategic resources of the firm for which they have the potential to strategically place the organization at a great competitive advantage against its rivals must be rare, valuable, imperfectly imitable and not substitutable. The theory suggests that organizations must come up with unique means of having competitive edge. Though, the Resource Based Theory plays a significant approach to an effective strategy function. As suggested by the theory, competitive advantage therefore lies at the heart of a company focusing on both the strategic management and strategy (Hamel, 2012).

The theory assumes that “an organization is a collection of unique resources and capabilities that provide the basis for its strategies. In the new competitive landscape, this model argues that firms are a collection of evolving capabilities that are managed dynamically” (Hitt et al., 1997). Ireland et al., (2013) posit that RBV assumes the notion that “in a drive to acquire competitive advantage over competition, each organization is a collection of unique resources and capabilities. The uniqueness of its resources and capabilities is the basis of an organization's strategy and its ability to acquire a competitive position in the environment”.

Critics of the theory argue that the theory fails to consider factors surrounding resources, that is, an assumption that they simple exist (Butler, 2001). Butler argues that the theory fails to address how the resources acquire key capabilities required or rather developed to enable the organization attain its competitive advantage. Nevertheless, the theory

assumes that an organization can be profitable amidst competitive environment (Butler, 2001).

2.3 Empirical Review

Flanigan and Obermier (2016) conducted a study on the use of Social Media platform in the Industrial Distribution Business-to-Business Market Sector in the United States of America. The study was however based in a more developed economy context, and focused on large corporations. Srinivasan, Bajaj and Bhanot (2016) made a consideration of effect of social media strategies utilized by SMEs on client acquisition and then retention. The study found that social media participation has a strong influence on brand trust and confidence, clients have a reason to find credibility in the products, which thus, affects customer acquisition and retention. It was likewise found that there is positive conflation in between revenue and social media visibility; and that web-based social networking promoting techniques affect customer acquisition and retention and to increment in piece of the overall industry. The study however focused on client retention which is not a measure of growth but of stability. It was also conducted in foreign country context.

Social media provides businesses with a cost effective way to market its products and services. By using social media a business is able to share content and enhance its visibility. Besides, social media greatly enhances brand recognition, which is achieved through continuous engagement with a broad base of clients (Murphy, 2014). Use of social media as a strategy tool helps start-up companies to optimize search engines which are crucial in attaining high page ranking and consequently obtaining traffic. Besides, social media also provide start-up businesses with an opportunity to create high content

which improves rank (Healy & Perry, 2014). Additionally, posting quality content usually persuades the followers to share and like the content which assists in building a social media community.

Social media strategy offers start-up business with a relatively low-cost advertising strategy. This is attributed to fact that most social networking sites do not require payment for simply creating a profile (Weinberg, 2009). On the other hand, any paid promotions that a company chooses to invest in are relatively cheap when compared to other strategies. This benefit, therefore, allows a company to experience a greater return on investment and use the saved money for other business expenses. social media strategy allows start-up companies to understand what the consumers need by communicating to them directly (Mishra, 2017). Additionally, the platform allows the business to closely monitor its profile and in the process, identify a consumer's opinion which is rather hard to note if a business lacks the social media presence.

In India, Arockiaraj and Baranidharan (2013), the study reported that social media networking is continuously becoming the most popular online sector in India. The study adopted a census approach in which all the five online stores were considered. As a result, therefore, marketers embrace this channel to interact with their customers. The analysis also indicated that social media develops brand awareness. Another research conducted by Schivinski and Dabrowski (2016) aimed at finding out how social media communication using Facebook influenced the customer's perception of brands. The study used qualitative data, which was obtained by use of an interview guide. The findings of the outcomes displayed that there was a positive effect on brand attitude and equity when social media communication is user generated.

Ochieng (2015) carried out a study on social media strategy, challenges and performance of start-up companies in Nairobi. The study adopted descriptive cross-sectional research design. The findings of the study revealed that most startups use social media interactive platforms such as Facebook and WhatsApp, from the study, it deduced that the use of social media improved company performance by improving their brand awareness, making it easier to sell their products. Musoka (2017) studied social media brand strategy and performance of the telecommunication firms in Kenya. This study deduced that the firm's interaction with its customers through social media improved their attitudinal loyalty and improved customer retention and acquisition thus improving performance.

Mwaniki (2012) targeted SMEs being run by the youth in the town. This is a much relatable study as it targeted the same demographics that this research wants to reach. The study was also descriptive, and involved collecting data from individuals running SMEs in the targeted towns for the research. The study results revealed that indeed, youths used social media as an avenue to promote their businesses in Nakuru town. The study also identified social media strategy as an upcoming strategy technique that is bound to become the primary method of business promotion in the region. This study has very few shortcomings. It addresses the same issues that this research aims to achieve. The only shortcoming is that the study did not objectively look into the impact of social media strategy on the organizational performance of the business. Also, it was conducted and reported in a different location that is Nakuru, which has different dynamics compared to Nairobi County.

Social media is theorized to have an evident positive effect and its impact on business is justifiable based on the business goals and strategy operations objectives. There is

however a need to have a methodological way of assessing the business performance, and this is where organizational performance comes in. Organizational performance refers to the actual outputs of a business entity measured against its targets. It focuses on major pillars of a business such as finances, sales, and assets

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is a systematic and theoretical analysis of the techniques that are applied in a research study. The theoretical analysis on principles and techniques that relates with a given knowledge branch is included. It comprised concepts such as quantitative and qualitative techniques, paradigm, phases and theoretical model. The research methodology is not the method nor does it give the solutions for the research question.

When conducting the research, the researcher had to obtain relevant data for the set out objectives to be achieved. Such data is obtained from both the primary as well as the secondary sources. The Primary data is freshly collected, for the first time and hence it's more original in nature (Kothari, 2004). It is collected through observation, interviews and questionnaires. Secondary data is on the other hand is collected from other sources like records and documents (Mugenda, 2009). It can be obtained from both published and unpublished documents.

3.2 Research design

A research design chooses the information and sources that helped in answering the research question; it also refers to the general strategy that the researcher selects in order to have distinct components in the research in an coherent and manner, thereby, making sure that they are effective in addressing the issue in the research. The framework specifies the existing relationship between the variables under study and also provides the

blueprint of every procedure used in the hypothesis and analysis of data (Mugenda and Mugenda 2003).

Research design is a detailed description of the procedure employed by the researcher in an attempt to answer various research questions (Cooper & Schindler, 2006). This study adopted a descriptive research design and utilized primary data. The study was a descriptive study in an attempt to ascertain; first, whether small enterprise bakers in Kiambu County used social media strategies and how does it influence the performance. This strategy involved selecting of several targeted cases on which an intensive analysis was conducted. This aided in recognizing other possible ways for solving the research questions dependent on the present study situation.

3.3 Population of the study

Population refers to the larger group from which a sample is taken and it should capture variability to allow more reliability to the study (Kombo & Tromp 2006). A target population refers to every member who is either in a real group or a hypothetical group of individuals, items or subjects from where the researcher has the intention of obtaining conclusions that are general in the variables under study (Cooper & Schindler, 2006). Similarly, Mugenda and Mugenda, (2003) defined target population as being a study should contain observable attributes to allow generalization of the results.

The population for this study was 30 small enterprise bakers in Thika Kiambu County (KenyaPlex Business Directory 2018) as shown on the appendix II. The study focused on small enterprise bakeries that make cakes in Kiambu town. The small enterprise bakery was selected on the basis that they are active social media users so as to ensure relevance

with the study being conducted. Population of study being small, the study thus adopted a census approach.

3.4 Data Collection

Both Primary and also secondary data are essentially the main sources of data. Primary data is collected through various ways; observations, conducting personal interviews, telephone interview or through questionnaires (Kothari, 2004). This study depended on primary data that was collected via the questionnaire method. The researcher settled on the questionnaires because it's a more economical method, less time consuming and the data collected is free from the researcher's bias. The structured questionnaires had close-ended and open-ended questions. A Likert scale with five responses was used.

Likert scales are suitable when measuring perception. The ratings on various attributes are tested using questions that are close ended which help in the reduction of related responses so as to obtain responses that are more varied. The research instruments are personally administered by the researcher himself unto the respondents. The researcher kept a register of the questionnaires to ensure that all the questionnaires distributed to the respondents were returned. The questionnaires were administered to the owner of the business or managers of the business.

3.5 Data Analysis

The data collected which was collected through questionnaires was then checked for accuracy and completeness. It was edited, classified and tabulated before carrying out descriptive analysis. Descriptive analysis focus on working out measures of central

tendency and dispersion measures. The researcher calculated the mean for the data in order to rank factors that a firm considers in choosing the social media strategy.

The most widely used measure of dispersion is Standard deviation. It is used to measure the amount of variation of a set data of values. In this study, standard deviation has been used to establish the variation of a particular firm's data from the industry average. The results of this analysis were then presented using tables. The Statistical Package for Social Sciences (SPSS) software was then utilized to perform this analysis. Further, then the researcher drew inferences on the influence of social media strategies on performance using the inferential statistics namely correlation and regression analysis.

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

Where: Y is Performance

β_0 is the model's constant

β_1 to β_4 are the regression coefficients

X_1 = Facebook

X_2 = Twitter

X_3 = Websites/Blogs

X_4 = Content Communities variables.

E = Error term

CHAPTER FOUR: RESULTS AND DISCUSSIONS

4.1 Introduction

This section contained bio data analysis, descriptive, correlation and regression. Outcomes were presented in tables and diagrams.

4.2 Response Rate

Thirty questionnaires were given out. However, only twenty four questions were filled out properly and given back. In this research the reply rate was 80% which is good enough for this research since it was above 50% (Mugenda & Mugenda, 2003)

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	24	80.0%
Unreturned	6	20.0%
Total	30	100%

4.3 Bio data Analysis

This section consisted of information that describes basic characteristics such as position held

4.3.1 Position Held

The outcomes displayed that 54% of the respondents were business owners whereas only 46% were managers.

Table 4.2: Position Held

	Frequency	Percent
Business Owner	13	54
Manager	11	46
Total	24	100

4.3.2 Duration of Operation

Results displayed that 42% of the firms had been in operation for more than 4 years, 33% of the firms had been in operation between 3 and 4 years, 13% designated that their firms had been in operation for 1 – 2 years while only 12% whose firms were in operation for less than 1 year.

Table 4.3: Duration of Operation

	Frequency	Percent
Less than 1 year	3	12
1-2 years	3	13
3-4 years	8	33
Above 4 years	10	42
Total	24	100

4.3.3 Number of Employees in a Firm

The outcomes displayed that most firms (63%) had more than 10 employees, 25% of the employees had 6 – 10 employees while only 12% had less than 5 employees.

Table 4.4: Number of Employees in a Firm

	Frequency	Percent
Less than 5	3	13
6 – 10 years	6	25
Above 10 years	15	63
Total	24	100

4.3.4 Ownership of the Firm

The outcomes displayed that 67% of the firms were limited company, 25% of the firms were partnerships while only 8% were sole proprietors.

Table 4.5: Ownership of the Firm

	Frequency	Percent
Partnership	2	8
Limited Companies	6	25
Sole proprietor	16	67
Total	24	100

4.4 Descriptive Statistic

4.4.1 Social Media Strategy

Respondents were then asked to designate whether they have a social media site. All the respondents made an indication that they had a social media site.

Table 4.6: Facebook

	Frequency	Percent
Yes	24	100
Total	24	100

The respondents were further asked to make an indication of the social media site they have. The outcomes displayed that 91.7% of the respondent had a Facebook account while 8.3% did not have a Facebook account. In addition, 83.3% had a twitter account while only 16.7% did not have a twitter account. The results also showed that 83.3% had blogs while only 16.7% did not have a blog. Outcomes displayed that 58.33% of the respondents had content communities while 41.67% did not have content communities.

Table 4.7: Social Media

		Frequency	Percent
Facebook	No	2	8.3
	Yes	22	91.7
Twitter	No	4	16.7
	Yes	20	83.3
Blogs	No	4	16.7
	Yes	20	83.3
Content Communities	No	2	58.33
	Yes	22	41.67

The respondents were further asked to make a statement on whether they had a person designated for handling their social media issues. Outcomes displayed that 79% had a person that handles social media issues while 21% did not have a person designated for handling their social media issues.

Table 4.8: Designated person that handles social media

	Frequency	Percent
No	5	21
Yes	19	79
Total	24	100

The respondents were further asked to indicate the frequency they use social media. Outcomes displayed that 58.3% used social media more than once in a day, 16.7% used social media once in a day, 12.5% used social media more than once in a week, while another 12.5% used social media once in a week.

Table 4.9: Frequency of use of social media

	Frequency	Percent
More than once in a day	14	58.3
Once in a day	4	16.7
More than once in a week	3	12.5
Once in a week	3	12.5
Total	24	100

The outcomes displayed that most respondents indicated that facebook has increased engagement of customers to a very large extent (mean=4.48, std.dev=0.98). The outcomes displayed that most people designated that facebook has improved complain resolution with customers to a very large extent (mean=4.04, std.dev=1.12). In addition, outcomes displayed that facebook has enhance the involvement with customers to a very large extent (mean=3.37, std. dev=1.06). The outcomes further displayed that facebook usage has led to increased sales to a very large extent (mean=3.92, std. dev=1.06). The outcomes also displayed that designated that facebook usage has enabled access to new markets and customers (mean =3.71, std. dev =1.04).

Table 4.10: Extent Facebook is effective in the business

Statement	Mean	Std. Dev
Facebook has increased customer engagement	4.48	0.98
Facebook has improved complaint resolution with customers	4.04	1.12
Facebook has enhanced the involvement with customers	3.37	1.06
Facebook usage has led to increased sales	3.92	1.06
Facebook usage has allowed entrance to market	3.71	1.04
Average	3.90	1.04

The outcomes displayed that content societies have improved the amount of new clients to a large extent (mean =3.46, std. dev =1.28). Outcomes also displayed that content communities have increased the number of clicks on their adverts to a large extent (mean

=4.08, std. dev =0.93). In addition, outcomes displayed that most respondents stated that content communities have increased the number of new visitors to their social media pages to a large extent (mean =4.21, std. dev =1.10). Outcomes further showed that content communities have enabled access to new markets and customers to a large extent (mean = 4.08, std. dev =1.10). Results displayed that content communities had improved their brand recognition to a large extent (mean =3.50, std. dev =1.22).

Table 4.11: Extent content communities is effective in the business

Statement	Mean	Std.Dev
Content communities has increased clients	3.46	1.28
Content communities has increased the number of clicks on our adverts	4.08	0.93
Content communities has increased the no of new visitors	4.21	1.10
Content communities has enabled access of new markets	4.08	1.10
Content communities has improved our brand recognition	3.50	1.22
Average	3.87	1.13

Outcomes displayed that websites/ blogs have improved customer experience and customer satisfaction to large extent (mean =4.63, std. dev =1.06). The results further displayed that websites / blogs have increased brand recognition to large extent (mean =4.21, std. dev =0.61). The results further displayed that websites / blogs have increased the number of new visitors to the social media pages to large extent (mean =4.92, std. dev =1.10). The outcomes also displayed that websites / blogs have increased the number of clicks on their display adverts to large extent (mean =2.92, std. dev =1.59). The outcomes also displayed that websites / blogs have enabled access to new markets and customers (mean = 3.79, std. dev =1.02).

Table 4.12: Extent websites is effective in the business

Statement	Mean	Std.Dev
Websites / Blogs have improved customer experience and customer satisfaction	4.63	1.06
Websites / Blogs have increased brand recognition	4.21	0.51
Websites / Blogs have increased the number of numbers of new visitors	4.92	1.10
Websites / Blogs have increased the number of clicks on our display adverts	2.92	1.59
Websites / Blogs have enabled access to new markets and customers	3.79	1.02
Average	3.69	1.06

Outcomes displayed that twitter page has enabled access to new markets and customers to a large extent (mean =3.71, std. dev =1.12). Results also displayed that their twitter page adverts have increased their market share to a large extent (mean =3.33, std. dev =1.46). In addition, outcomes displayed that their twitter page adverts had increased their sales volumes to a large extent (mean =4.63, std. dev =1.06). Outcomes also presented that their twitter page adverts have increased visitors to our website/blog (mean =4.21, std. dev =0.83). In addition, outcomes displayed that their twitter page advert have increased the number or unique visitors to their website page (mean =3.42, std. dev =0.88).

Table 4.13: Extent Twitter is effective in the business

Statement	Mean	Std.Dev
twitter page has enabled access to new markets and customers	3.71	1.12
Our twitter page adverts have increased our market share	3.33	1.46
Our twitter page adverts have increased our sales volumes	4.63	1.06
twitter page adverts has increased visitors to our website/blog	4.21	0.83
Our twitter page advert have increased the number or unique visitors to our website page	3.42	0.88
Average	3.79	1.00

4.4.2 Firm Performance

Outcomes displayed that majority respondents who were 79% indicated that by use of social media strategies, their performance of their firm improved, while only 21% who indicated that social media strategies use did not improve the performance of their firm.

Table 4.14: Firm Performance

	Frequency	Percent
No	5	21
Yes	19	79
Total	24	100

The outcomes displayed that social media strategy improved search engine ranking to a large extent (mean =4.00, std. dev =0.98). In addition, outcomes displayed that social media strategy caused high conversion rates to a large extent (mean =4.58, std. dev =1.05). Outcomes displayed that social media strategy caused increased profitability to extensively (mean =3.92, std. dev =1.06). Outcomes also displayed that social media strategy improved features of the product to a large extent (mean =3.75, std. dev =1.07). Outcomes displayed that social media strategy enhanced firm awareness (mean =3.63, std. dev =1.06). In addition, outcomes displayed that social media strategy enhanced big market share in comparison to a large extent (mean =3.67, std. dev =1.05). Outcomes displayed that social media strategy improved product development to a large extent (mean =3.75, std. dev =1.19). Outcomes displayed that made an indication that social media strategy helps in serving customers better to a large extent (mean =4.04, std. dev =1.12). Outcomes displayed that social media strategy improves efficiency of business to a large extent (mean =3.63, std. dev =0.92). In addition, outcomes displayed that social media strategy enhanced increased market place insights (mean =3.54, std. dev =1.06).

Table 4.15: Firm Performance

Statement	Mean	Std.Dev
Improved Search engine ranking	4.00	0.98
Higher conversion rates	4.58	1.05
Increased profitability	3.92	1.06
Improved features of the product	3.75	1.07
Enhanced firm awareness	3.63	1.06
Big market share in comparison	3.67	1.05
Improved product development	3.75	1.19
Helps in serving customers better	4.04	1.12
Improves efficiency of business	3.63	0.92
Increased market place insights	3.54	1.06
Average	3.75	1.06

4.5 Regression Results

Social media strategies were found as being significant variables in explaining firm performance. The coefficient of determination supported this i.e. R square of 80.2% which indicated that the variables explain 80.2% of the performance.

Table 4.16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.895a	0.802	0.76	0.22617

Analysis of the variance (ANOVA) outcomes designated that the F statistic was 19.197 and the p value was 0.000 which was less than 0.05 implying that social media strategies significantly affects firm performance

Table 4.17: Analysis of Variance

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	3.928	4	0.982	19.197	.000b
Residual	0.972	19	0.051		
Total	4.9	23			

Results in Table 4.12 showed that facebook had a positive and significant impact on firm performance ($\beta=0.75$, $p=0.000$). In addition, outcomes displayed that content communities had a positive and significant impact on firm performance ($\beta=0.583$, $p=0.013$). Results also showed that websites had brought a positive and significant impact on firm performance ($\beta=0.353$, $p=0.037$). In addition, outcomes displayed that twitter had a positive and significant effect on firm performance ($\beta=0.33$, $p=0.045$).

Table 4.18: Regression of Coefficient

	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	-0.04	0.687		-0.058	0.955
Facebook	0.75	0.112	0.764	6.715	0
Content Communities	0.583	0.22	0.322	2.654	0.013
Websites	0.353	0.161	0.346	2.192	0.037
Twitter	0.33	0.158	0.331	2.096	0.045

4.6 Discussion of Findings

The outcomes displayed that most respondents indicated that facebook has increased engagement of customers to a very large extent. The outcomes displayed that most people designated that facebook has increased engagement of customers to a very large extent. In addition, outcomes displayed that facebook has improved complaint resolution with customers to a large extent. The outcomes further displayed that indicated that facebook

usage has led to increased sales to a very large extent. The outcomes also displayed that designated that facebook usage has enabled access to new markets and customers. The correlation outcomes displayed that facebook had a positive and significant correlation with firm performance. This implied that improvement in use of facebook enhanced performance. These findings agreed with that of Srinivasan, Bajaj and Bhanot (2016) who found that facebook had a strong influence on brand trust and confidence, clients have a reason to find credibility in the products, which thus, affects customer acquisition and retention. Regression results also showed that facebook had a positive and significant impact on firm performance ($\beta=0.75$, $p=0.000$). This implied that a unit increase in facebook used led to an increase in firm performance by 0.75 units.

The outcomes displayed that content societies have improved the amount of new clients to a large extent. Outcomes also displayed that content communities have increased the number of clicks on their adverts to a large extent. In addition, outcomes displayed that most respondents stated that content communities have increased the number of unique visitor to their social media pages to a large extent. Outcomes further showed that content communities have enabled access to new markets and customers to a large extent. Results displayed that content communities had improved their brand recognition to a large extent. In addition, correlation outcomes displayed that content communities had a positive and significant correlation with firm performance. This implied that improvement in use of content communities enhanced performance. These findings agreed with that of Healy and Perry (2014) who argued that posting quality content usually persuades the followers to share and like the content which assists in building a social media community. In addition, regression outcomes displayed that content

communities had a positive and significant impact on firm performance ($\beta=0.583$, $p=0.013$). This implied that a unit increase in use of content communities led to an increase in firm performance by 0.583 units.

Outcomes displayed that websites/ blogs have improved customer experience and customer satisfaction to large extent. The results further displayed that websites / blogs have increased brand recognition to large extent. The results further displayed that websites / blogs have increased the number of unique visitors to the social media pages to large extent. The outcomes also displayed that websites / blogs have increased the number of clicks on their display adverts to large extent. The outcomes also displayed that websites / blogs have enabled access to new markets and customers. In addition, correlation twitter had a positive and significant correlation with firm performance. This implied that improvement in use of twitter enhanced performance. These findings agreed with that of Arockiaraj and Baranidharan (2013) who reported that twitter is continuously becoming the most popular online sector in India. In addition, regression outcomes displayed that twitter had a positive and significant effect on firm performance ($\beta=0.33$, $p=0.045$). This implied that a unit increase in use of twitter led to an increase in firm performance by 0.33 units.

Outcomes displayed that twitter page has enabled access to new markets and customers to a large extent. Results also displayed that their twitter page adverts have increased their market share to a large extent. In addition, outcomes displayed that their twitter page adverts had increased their sales volumes to a large extent. Outcomes also presented that their twitter page adverts have increased their sales volumes to a large extent. In addition, outcomes displayed that their twitter page advert have increased the number or unique

visitors to their website page. The correlation outcomes displayed that websites had a positive and significant correlation with firm performance. This implied that improvement in use of websites enhanced performance. These findings agreed with that of Srinivasan, Bajaj and Bhanot (2016) who found that there is a positive correlation between revenue and social media visibility; and that web-based social networking promoting techniques affect customer acquisition and retention and to increment in piece of the overall industry. This implied that a unit increase in use of websites led to an increase in firm performance by 0.33 units.

CHAPTER FIVE: SUMMARY, RECOMMENDATIONS AND CONCLUSIONS

5.1 Introduction

This section outlined summary of the findings, conclusions and also the recommendations.

5.2 Summary of Findings

Results indicated that all the firms had a social media site. In addition most firms use social media frequently. Outcomes also displayed that most firms had a specific person that handles social media. Respondents also indicated that facebook has highly increased customer engagement. It also improved complaint resolution with customers. The outcomes also displayed that Facebook usage has led to increased sales and enabled access to new markets and customers. Regression outcomes displayed that facebook made a positive and also significant effect on firm performance.

Outcomes displayed that content communities have amplified the quantity of sole guests to the website. In addition content communities have increased the number of clicks on their adverts to a large extent. Results also showed that content communities have increased the number of unique visitor to their social media pages. In addition, content communities have enabled access to new markets and customers and improved their brand recognition to a large extent. Regression outcomes displayed that content communities had positive and significant effect on firm performance.

Outcomes also displayed that websites have improved customer experience and customer satisfaction to large extent. Websites have also increased brand recognition to large

extent. The outcomes also displayed that websites have increased the number of unique visitors to the social media pages. In addition, websites have increased the number of clicks on their display adverts and also enabled access to new markets and customers. Regression outcomes displayed that websites had positive and significant effect on firm performance.

Outcomes displayed that majority twitter page had enabled access to new markets and customers. In addition, twitter page adverts have increased their market share to a large extent. Twitter page adverts had increased their sales volumes to a large extent. In addition, twitter page advert have increased the number or unique visitors to their website page. Regression outcomes displayed that websites had a positive and significant effect on firm performance.

5.3 Conclusion

The research concluded facebook had a positive and significant effect on firm performance. In addition, facebook has highly increased customer engagement and improved complaint resolution with customers. The study also concluded that facebook usage has led to increased sales and enabled access to new markets and customers. Regression outcomes displayed that facebook had a positive and significant effect on firm performance.

The study made a conclusion that content communities had a positive and significant effect on firm performance. In addition, content communities help in increasing the number of visitors. Content communities helps in increasing the number of clicks in the

adverts of the firm. Content communities also enables access to new markets and customers and improved their brand recognition to a large extent.

Websites were also established to have positive and significant effect on firm performance. In addition, websites greatly helps in improving customer experience and customer satisfaction. Websites also increases the number of likes and thus increasing the number of customers and sales for the firms.

Twitter was also found to have a positive and significant effect on firm performance. Twitter page enables access to new markets and customers. In addition, twitter page adverts have increased their market share. Twitter page adverts also increases sales volumes to a large extent.

5.4 Recommendations

From the study conclusion, facebook was established to have a significant impact on firm performance. Small scale enterprises are therefore advised to ensure they have a facebook account. They should also ensure that the facebook account is active all the times so as they can be able to have access of new markets and customers.

From the study conclusions, content communities have a significant impact on firm performance. The study therefore recommends that small scale firms should ensure they use content communities. This will promote the number of viewers in their social media pages and thus boosting the market. This will increase the firm performance. Study conclusions also indicated that websites had a positive and significant effect on firm performance. Small scale firms should therefore ensure that they have websites for their businesses. This is because websites increases brand recognition and also improves

customer experience. This helps in increasing the sales in the firm and thus improving the performance.

Study conclusions also indicated that twitter had significant impact on firm performance. The study therefore recommended that small scale enterprises should ensure they have a twitter account. They should also ensure that the twitter account is active. This is because an active twitter page boosts the number of customers and thus increasing the sales volume.

5.5 Limitation of the Study

As a part time student who needs to strike a balance between studies and full time employment, the researcher was not able to undertake an extensive and exhaustive research limiting the researcher to a small sample and less research time. The researcher is a self-sponsored student relying on savings to progress her studies and therefore there was limitation on financial resources. The study was limited to the four social media strategies that affect performance of small enterprise bakers in Kiambu County while there are other social media strategies like instagram and whats up that were not looked at in the study.

In addition, the study target population was limited small enterprise bakers in Kiambu County which may not be a representative of all the small enterprise bakers. In addition, a target population of 30 respondents was not sufficient. This was too small. However, the researcher included all of them in the study and carried out a census.

The study was also limited by some of the respondents who failed to answer the questions. In addition, some of the respondents failed to return the questionnaire. The

researcher was also limited by finances that were required to complete the project. In addition some of the respondents were not honest while answering the questions. Others gave contradicting answers.

5.6 Areas for Further Studies

The research required to determine the influence of social media strategy on performance of small enterprise bakers in Kiambu County. The study focused on small enterprise bakers in Kiambu County only. Further research ought to focus small enterprise bakers in other counties in Kenya.

In addition, this study was done in Kenya only. Further study should focus on other East African Countries like Uganda and Tanzania. Since the R squared was not 100% it seems there are other factors that affect performance of small enterprise bakers in Kiambu County that were not addressed by the study. Other studies should therefore focus on other factors that affect performance of small enterprise bakers in Kiambu County

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APPENDICES

Appendix 1: Research Questionnaire

This is a questionnaire for an academic study on social media strategy on performance of small enterprise bakers In Kiambu County. Kindly give the appropriate responses to the following questions.

Section A; Background Information

1. Name of the firm: _____
2. What position do you hold in your organization?
Business Owner [] Manager [] kindly specify.....
3. Using the categories below please indicate how long your firm has been in operation.
a) Less than 1 year [] b) 1-2 years [] c) 3-4 years [] d) Above 4 years []
4. How many employees are there in your firm?
a) Less than 5 () b) 6 – 10 () c) Above 10 ()
5. Please indicate the ownership of your firm using the categories below (please tick one)
a) Sole proprietor [] b) Partnership [] c) Limited company []

Section B: Social Media Strategy

- 6) Does your firm have a social media site(s)?
Yes [] No []
- 7). If yes, which of the following social media sites do you have?
a) Facebook [] b) Twitter [] c) Blogs [] Content Communities (Youtube and Flicker) []
] Others.....

k) Others (Please Specify).....

8). Does the company have a designated position/a person that handles social media issues?

Yes ()

No ()

9). How frequent does the firm use social media in doing business? (Tick appropriately)

Several times a day	
Once daily	
2-3 times per week	
Weekly	
Monthly	

10). How many followers do you have?

Facebook..... Twitter..... Blogs..... Content Communities (Youtube and Flickr)Others

11). In the scale of 1-5 where 1= Noextent;2 = Little Extent; 3= Moderate Extent; 4= Large Extent and 5= Very Large Extent, to what extent have social media strategy been effective in your business?

Facebook	No extent 1	Little Extent 2	Moderate Extent 3	Large Extent 4	Very Large Extent 5
Facebook has increased customer engagement					

Facebook has improved complaint resolution with customers					
Facebook has improved the experience and satisfaction of customers					
Facebook usage has led to increased sales					
Facebook usage has enabled access to new markets and customers					
Content Communities (Youtube and Flickr)					
Content communities has increased the number of unique visitors to our website					
Content communities has increased the number of clicks on our adverts					
Content communities has increased the number of unique visitor to our social media pages					

Content communities has enabled access to new markets and customers					
Content communities has improved our brand recognition					
Websites/Blogs					
Websites / Blogs have improved customer experience and customer satisfaction					
Websites / Blogs have increased brand recognition					
Websites / Blogs have increased the number of unique visitors to our social media pages					
Websites / Blogs have increased the number of clicks on our display adverts					
Websites / Blogs have enabled access to new markets and					

customers					
Twitter					
Our twitter page has enabled access to new markets and customers					
Our twitter page adverts have increased our market share					
Our twitter page adverts have increased our sales volumes					
Our twitter page adverts have increased the number of unique visitors to our website/blog					
Our twitter page advert have increased the number or unique visitors to our website page					

Section C: Firm Performance

12). Has the use of social media strategy improved the performance of your firm?

Yes []

No []

13) In the scale of 1-5 where 1=No extent; 2=little extent; 3=Moderate extent;4= Large Extent and 5 Very Large Extent, Has the use of social Media strategy improved the performance of your firm.

Firm Performance	No Extent 1	Little extent 2	Moderate extent 3	Large Extent 4	Very Large Extent 5
Improved Search engine ranking					
Higher conversion rates					
Increased profitability					
Improved features of the product					
Enhanced firm awareness					
Big market share in comparison					
Improved product development					
Helps in serving customers better					
Improves efficiency of business					
Increased market place insights					

Thank you for your time and participation in the survey

Appendix II: List of Small Enterprise Bakery in Kiambu County

1. Cheers Bakery

2. Wonderloaf Bakery
3. Valentine Cake house
4. Kega Bakery
5. Kenblest Ltd
6. Mini Bakeries
7. Bake wave Ltd
- 8. CakeKraft Customised Cakes and Cupcakes**
9. Frenchmaid Bakeries
10. Sugarpie Bakery
11. Tunu Bakeries
12. Dr Chef's Bakeries
13. Baked With love by Me
14. Jojo Cake house
15. Minnie's Bakery
16. Hope Cakes
17. Kilimani Bakeries Limited
18. Cookies n Cream
19. Tiramisu Bakery Kenya
20. Homemade by Mumbi

21. Cinnamon Twirls Bakeries

22. The Mug

23. Mudi Cakes

24. T-Spot

25. Arcaffe

26. Kate Bakers

27. Shiro Bakery Ltd

28. Leo Bakery

29. The Ultimate Bakery

30. Urban Bakery

{Source: *KenyaPlex Business Directory 2018*}