

**THE INFLUENCE OF DIGITAL MARKETING STRATEGIES ON
COMPETITIVE ADVANTAGE AMONG LARGE MEDIA HOUSES
IN NAIROBI COUNTY KENYA**

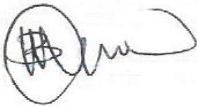
BENJAMIN MUKAMBI

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
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MASTER OF BUSINESS ADMINISTRATION, FACULTY OF
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NAIROBI**

2022

DECLARATION

I therefore certify that my research project is an unique piece of work created alone by me and has not been presented at any other institution.

Signature  ...Date2/12/2022.....

Benjamin Mukambi

REG. NO: D61/10643/2018

This research project has been handed in for evaluation, and I, in my capacity as a supervisor at the University, have given my permission.

Signature: ----  ----- Date: 02/12/2021-----

Dr Catherine Ngahu

Faculty of Business and management Sciences

School of Business

DEDICATION

This study attempt is dedicated to each and every person who has aided the research effort at one time or another while it was being carried out.

ACKNOWLEDGEMENT

This research is fully devoted to my cherished parents, who have served as a source of motivation for me and given me the fortitude to persevere at times when I've considered giving up. To my fiancée Zipporah, my sisters, and my teachers, who all gave me sound counsel and inspired me to go through and complete this course of study.

My sincere gratitude goes out to my advisor, Dr. Catherine Ngahu, for her continuous and insightful assessments, as well as her direction, support, and overall contribution to the development of this research. In his absence, achieving this objective would have been much more difficult. He is both patient and understanding.

To all I say, May the Lord God bless you abundantly.

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ABBREVIATIONS AND ACRONYMS

ICT	Information and Communications Technology
IoT	Internet of Things
SNS	Social Networking Sites
TAM	Technology Acceptance Model
Tech	Technology
WiFi	Wireless networking technology

ABSTRACT

A growing number of firms are turning to digital marketing to reach their particular target audiences as the internet's impacts have permeated every facet of everyday life. As more prospective users join the digital age, a rising number of consumers are turning to digital marketing. Rise in digital marketing methods has been fueled by the proliferation of low-cost web-enabled phones as well as Internet-enabled devices being used in practically every facet of everyday life. Research was conducted with the overarching goal of learning how digital marketing tactics are changing the competitive landscape for Kenya's biggest news organizations. The theoretical frameworks for this research were Michael Porter's theory of competitive advantage, the disruptive innovation theory, and the technology adoption model. A cross-sectional descriptive research strategy was adopted for this investigation. While social media and online marketing were shown to have a substantial influence on digital marketing strategies, they were also found to have a substantial impact on digital marketing strategies. A favorable association between digital marketing and competitive advantage was discovered. According to the findings, most of Kenya's main media outlets are successfully using digital marketing to get an edge over the competition. The success of digital marketing tactics may be seen in the aforementioned examples of digital applications. The big media organizations in Kenya have seen an increase in brand quality as a consequence of the implementation of digital initiatives, giving them an edge in the market. According to the findings, significant media organizations may increase the quality of their service delivery not only via the use of digital marketing methods, but also by hiring employees who are fully invested in providing the best possible customer care.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

As the internet continues to have an ever-expanding influence in every area of society, more and more businesses are turning to digital marketing to reach their specific consumers. A growing number of customers are interested in digital advertising as more potential users enter the digital era. There has been a noticeable change in how buyers interact with companies across the whole purchasing process, from research to consideration to purchase to post-purchase follow-up. Mahalaxmi and Ranjith (2016) established that digital marketing strategy contributed towards enhanced competitive advantage for book stores. Similarly, a study by Achieng, (2016) showed that social media marketing wielded significant results on brand visibility and competitiveness.

The study was guided by the technological adoption model, the disruptive innovation theory, and Michael Porter's theory of competitive advantage. It is the model of technology adoption that will be the subject of this investigation. When it comes to a person's ability to adopt new technology, there are a number of elements that come into play. These factors include the perceived benefit that the technology provides and how simple it is to implement. According to the notion of disruptive innovation, the application of natural principles in conjunction with disruptive technologies to the development of contemporary markets and goods is essential to achieve success (Oppong, 2014). According to Michael

Porter, the factors that influence the scope of the competition and the characteristics of the industry (Porter, 1985). This theory is be useful for this research since it provides an explanation of the mechanisms by which industries become competitive and, as a result, assists managers in the process of establishing competitive advantage.

The media business plays an essential part in the communication sector by disseminating information, providing amusement, soliciting input, and hosting educational forums. These factors have an effect on national development, social communism, and police government programs. In addition to providing material that is entertaining and educational, the media house is intended to serve as a forum for the discussion of relevant topics with the goal of resolving and finding solutions (Ojiem, 2012). Media firms need to build strategies that boost their client connections by analyzing the aspects that impact these interactions in order to generate more mutually beneficial buyer-seller relationships and improve their revenues. This can be accomplished by increasing the number of buyer-seller relationships that are win-win for both parties.

1.1.1 Digital Marketing Strategies

Advertising, promoting, and selling a company's wares or services over the internet and other digital mediums is known as digital marketing (Eagleman) (2013). Jalang'o (2015) defines digital marketing strategies as technologically-enabled techniques of promoting a positive reputation that has broad appeal. Digital Marketing, on the other hand, refers to promotional activities conducted online (Srinivasan, Anderson & Ponnayolu, 2014). According to Kates and Matthew (2013), companies can use a variety of digital marketing strategies to get the word out about their wares. These methods include things like

advertising on social media sites for instance Twitter and Facebook; optimizing their websites for search engines; sending out emails about the company; publishing blogs and podcasts; and enlisting the help of influential bloggers and YouTubers.

In light of the fact that many small businesses lack the resources to utilize conventional marketing channels like billboards, television commercials, and newspaper adverts, digital marketing is a key tool for them to use (Lee & Kim, 2009). Taking advantage of digital marketing strategies necessitates the development of new abilities in the provision and management of online content and customer interactions through these sites and channels (Makori, 2014).

Marketing objectives including information management, public relations, customer service, and sales may be achieved via the use of digital technology, according to Minama & Ngahu (2016). Advertising goods and services over the internet is a sort of digital marketing that demonstrates an organization's efforts at informing and communicating with prospective customers (Kotler & Keller, 2016). Digital Marketing, according to Joseph (2015), encompasses all aspects of advertising, marketing, and public relations, as well as the process of deciding how a product will appear and feel and how it will be presented to a consumer.

1.1.2 The Concept of Competitive Advantage

Competitor advantage is a company's ability to get and keep an edge over its competitors by making and delivering great results (Wang, 2015). It may also be described as a company's capacity to provide goods and services that outperform the competition and meet or exceed client expectations (Jones, Harrison & Felps, 2018). A company's

competitive strategy, as outlined by Porter (1985), is studying the market in question and coming up with novel strategies to outperform the competition. A competitive advantage in today's marketplace necessitates that organizations strike a creative and proactive balance between external and internal factors, according to Barney (2011).

Porter (1985) asserted that Michael Porter's Generic model has cost leadership, distinctiveness, and concentration. Cost leadership aims to be the industry's lowest-cost manufacturer. Some examples of these reasons are the quest of scale, unique technology or exclusive access to raw materials. Products and marketing strategies that are obviously distinct from those of competitors are vital to establishing a company's position as an industry leader and distinguishing itself in the marketplace (Kotler & Armstrong). Design, skill, and experience are used to generate better goods for a certain market segment via differentiation.

Rather to pursuing the whole market, focus means focusing on a chosen few customers (Kotler & Armstrong, 2012). Nichers focus on a single or a small number of niches within a larger market. In order to be successful, a business must focus on a narrow segment of the industry's market, according to Davidson (2008). Having a deep understanding of its target audience, a niche can better meet their needs than their competitors, which attracts top talent and fosters long-term relationships with customers (Kotler & Armstrong2012). It is possible to earn significant profit margins by charging premium rates from clients because of the increased value they get (Kotler & Armstrong, 2012). When niche markets expand, the niche must develop competitive tactics to protect itself from bigger rivals.

1.1.3 Large Media Houses in Nairobi County

Within the market, there is a significant amount of cross-media ownership as well as media concentration, and a select few companies control the majority of the newspaper, television, and radio market share. Media outlets in Kenya are among the most active and well-regarded on the continent. A key function in economic and social growth for Kenya's media has always been to serve as a check on the government, a window into society, and a conduit for new information. Pre-election discussions on presidential and gubernatorial candidates were a major step forward for the media in promoting democracy and good government. Through the discussion, Kenyans were able to examine the track records, development plans, and electoral pledges of the contenders (Mulwa, 2013). Through a series of discussions, the media provided Kenyans with a forum to hold leaders responsible. Technology, digitization, and increasing internet and mobile access have helped the sector develop dramatically in recent years. Since the establishment of county governments, media outlets have reacted with localized stories and material. There has been a significant rise in the media's reporting of independence's positive effects. Since its inception, the Kenya Broadcasting Corporation (KBC) has grown to include 386 FM radio stations and 105 television channels. Since there were just a few periodicals in the nation, there are now 19 daily and weekly magazines. Despite the country's massive investment in ICT, the rise of mobile technology has had a major influence on not just the money transfer and banking sectors, but also the media consumption sector (Luck, 2018). SMS is a terrific tool for media companies to engage with their target consumers since it encourages involvement and increases income. It is not hard to guess which among the top five Kenyan media

companies is SMS One. In addition to the Communications Authority and the Media Council, communications are monitored (CAK, 2021).

1.2 Research Problem

Rise in digital marketing methods has been fueled by the proliferation of low-cost web-enabled phones as well as Internet-enabled devices being used in practically every facet of everyday life (Peter, & Donnelly, 2017). Increased competition, shifting customer habits and rising operational costs are just a few of the challenges that most organizations face as the business climate changes. Because of the proliferation of information and communications technology, businesses are left with little choice but to adopt digital marketing strategies for their day-to-day operations. The number of Kenyans who regularly use the web has risen dramatically in recent years. Taking up digital marketing is one of the critical measures to stay relevant and survive (Prachi, 2013). Raghunadan (2014) draws the conclusion that businesses who are investing in channels on the internet exhibit favorable signs of having an edge over their competitors.

Media houses are significant institutions because they are responsible for disseminating information that is reliable and reputable to the general public. They also accept the armor of social cultural variety, which is a driving force behind the progress and unification of society. The money generated by these organizations has increased over the years, and a study carried out found that they contribute 17 billion annually to the economy (Nyakomitah, Mwaeke, & Mareri, 2021). Over the course of the last few years, the Government of Kenya has implemented a variety of laws aimed at protecting the

consumers, which has led to a decline in income sources. In addition, the fast development of technology has led to instability in the market and the emergence of new channels (Ojiem, 2012). Key account management has become more important as a tool to increase income, identify new business opportunities, and improve the competitiveness of the market.

Global, regional, and local studies have been conducted on digital marketing methods. For the growth of Malaysia's sustainable property market, Low et al. (2020) studied the use of digital marketing tactics. The study found incredible results in targeted promotions, with faster feedback and increased visibility. Wineries in the Sicilian region of Italy have found that utilizing social media networks to promote their products is a successful marketing strategy. Because of improved customer feedback and better connections, there is a rising interest in digital marketing approaches, according to the data. Research conducted by Wantchami et al. (2016) found a correlation between the performance of SMEs in Buea and their usage of social media marketing. The research used questionnaires and random sampling techniques to obtain data from a total of 220 different businesses as part of its sample. The research shown, via the use of the regression method, that digital marketing contributes to a positive increase in competitive advantage. Research undertaken by Dahnil, Marzuki, Langgat and Fabeil (2014) found that SMEs in South Africa rely heavily on social media marketing to promote their products and services. SME's rely heavily on social media marketing, according to the findings of the poll. These businesses' marketing activities comprise the bulk of their overall marketing efforts.

According to Ngochi and Kihara (2019), small businesses in the liquefied petroleum gas (LPG) sector may benefit from digital marketing. Similarly, the findings of the study pointed towards increased visibility and brand awareness amongst LPG customers. Kigunda (2017) researched how digital advertising might help Kenyan car dealerships stay competitive. The results showed that internet marketing was effective at raising brand recognition and generating curiosity about different makes and models of automobiles. Additionally, Omondi (2017) conducted research on how SMBs may benefit from digital marketing in order to increase sales. The findings revealed the existence of moderating effect on sales attributed to digital marketing. It was established that there was low adoption of digital marketing strategies amongst SMEs due to a lack of proper training and knowledge on its application and utilisation.

Previous research reveals that your attention should be directed on digital marketing methods and gaining a competitive edge. Previous research, for example, have mostly concentrated on other segments like telecommunications as well as banking, needing further research in areas media industry. Many studies focused on digital marketing strategies and service delivery, but only a tiny number of studies were dedicated to competitive advantage. Based on the identified gaps, this study seeks to answer the question, what is the influence of digital marketing strategies on competitive advantage of media houses in Kenya?

1.3 Research Objective

The objective of this study was to examine the influence of digital marketing strategies on competitive advantage of large media houses Kenya.

1.4 Value of Study

The results of this study served as a foundation for further studies on marketing management conducted by academics and researchers in a variety of different professions. By determining issues that require more examination and assessing empirical literature that is already available to create study gaps, scholars and researchers used in this study to identify future fields of study and related areas.

The research was of great use to the media conglomerates since it enabled them to comprehend the significance of implementing digital market strategies into the administration of their businesses. Because of this, they abled to obtain a competitive advantage and dominate any new competitors into the market. In addition, it will contribute to research, give a new perspective on the digital market as a technique of conducting business, and demonstrate how the attainment of objectives in the media sector is linked to and impacted by digital markets.

Finally, it aided policymakers in the commercial and governmental sectors, notably in media organizations, by providing assistance. This was the most significant contribution made to policymaking. Policies are intended to establish directions, regulations, rules, and restrictions; as a consequence, they need information that is applicable to the present state of the industry; the findings of this research exposed this information.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter provided an overview of the relevant literature. It discusses the two theories that are key to the study. Discussion has taken place on both the theoretical underpinnings of the research as well as actual studies on digital marketing methods and competitive advantage. In addition to this, the chapter discusses digital marketing methods and the advantages of competition.

2.2 Theoretical Review

This section discussed the technological adoption model, the disruptive innovation theory and porter's theory of competitive advantage.

2.2.1 Technology Acceptance Model

The Technology Acceptance Model (TAM) was developed by Fred Davis, Richard Bagozzi, and Paul Warshaw to analyze the technological breakthrough of computer

computers and their scalability for international usage (Ganciu & Niculescu, 2019; Subawa, Dewi & Gama, 2021). The TAM theory was conceived on the framework of Ajzen and Fishbein's Theory of Reasoned Action, which introduced the notions of behavioral purpose, personal attitude, and subjective norms as factors of acceptance and subsequent exploitation of particular technologies (Ahmad, 2018). According to Al-Qaysi et al. (2020), the TAM theory is the basis for technology usage, and its adoption is dependent on the technology's perceived value in terms of simplicity of use and general usefulness.

The TAM theory addresses the mechanism in which new technologies can gain market entry and attract user preference by fulfilling two user-centred desires of the usefulness of the new technology and its simplicity in adoption (Usman et al., 2021). This theory is compatible with this study as it covers the area of digital application utilization amongst people including diverse channels notably; social media, email and SMS messaging. In addition, this study anchors all the dimensions of the study in the context of digital business to customer interaction, which can be achieved through social media, email and SMS. In addition, TAM theory has been proposed as the most effective guide in conceptualizing the relevance of digital marketing techniques in the rapidly advancing technological fronts (Subawa et al., 2021).

2.2.2 Disruptive Innovation Theory

The idea's originator is generally accepted to be Christensen (1997). Innovations have the ability to disrupt an existing market by boosting accessibility, simplicity of use, cost-efficiency, and ease of market entrance in contexts where products and services are generally pricey. Disruptive innovation, according to Christensen (1997), is best

pertinent in an unappealing market where new products and services later reshape the market. The most efficient path to success is one that involves gaining an understanding of the fundamental laws that govern how disruptive technology may generate new markets and products (Baumann, Ruggles, & Sadtler ,2006). Other critical concerns include understanding the disruptive technology dynamics or if management will be able to adapt correctly to taking advantage of emerging chances. Firms begin by focusing on the market's lower end clients (lower tier consumers) by offering goods as well as services which they can afford (Mytelka, 2000).

Disruptive innovation allows customers to buy products or services which previously because of lack of adequate could not afford (Nugroho, & Miles, 2009). This may not be the situation; there are variables that allow consumers to buy items and services that they could not formerly afford, such as competition and government rules. The concept is that organizations that use digital marketing only target high-end clients that are looking to improve their competitive edge, according to Kostoff et al. (2004). However, this might not always be the situation; the world's most inventive organizations target all types of clients. Thus, they may increase market share, increase income, as well as enhance their overall performance. According to this theory, digital marketing may boost a company's edge in the market.

2.2.3 Porter's Framework of Competitive Advantage

Michael Porter first presented his idea of competitive advantage in the year 1980. This thesis is considered to be one of the primary pillars of the research. (Dash, 2013). This theory proposes that the competitive landscape and the characteristics that help one

company acquire an advantage in one market are not uniform across industries or even subsets of the same industry. In 1984, he came up with the concept of a competitive advantage. It has been hypothesized that the strategy that an organization chooses to implement may play a role in determining how well it can maintain its position of preeminence in its sector. Many variables influence the amount of competition in a market, including the bargaining power of customers, new entrants' threat, competitiveness among current rivals' jostling, and suppliers' negotiating strength. These factors, taken as a whole, are what define the profit potential of every industry (Pearce & Robinson, 2011).

Rivalry and rivalry's consequences are the result of competitors competing on pricing, new advertising strategies, product developments, and a rise in the period of warranties given to consumers as part of their service to clients. The capacity of the participants to negotiate may be affected by the suppliers in one of two ways: either by raising prices or lowering the overall quality of the items. New companies entering an industry bring with them new resources, which either make it more likely that prices will go up or make it more likely that they will go down. This dynamic may either drive up competition and drive down prices. Customers have the ability to negotiate lower costs, demand better quality and more options, or even drive competitors against one another, all of which can have a negative impact on the profitability of the industry as a whole. It is important to keep this fact in mind because it has a significant impact on pricing. Buyers also have the option to negotiate for a lower price since they have the ability to demand that it be lowered throughout the negotiation process (David, 2000).

Despite providing a fundamental framework for strategic management, Porter's framework lacks scientific rigor, which is a flaw in his argument (Pearce & Robinson, 2011). As the theory recognises elements that impact both the competitive structure and the economic environment of the sector, it encompasses the supplier's ability to negotiate, the buyer's power to bargain, the threat from new entrants and the danger from substitutes. Understanding innovation strategies and competitive advantages in Kenyan financial technology businesses will be aided by this idea. According to Barney (1991), the most basic fault of the five forces model is that it merely enumerates things that may be beneficial or detrimental to a firm. An in-depth investigation of organizational performance, such as the SWOT Analysis model, may be started using this tool.

2.3 Digital Marketing Strategies and Competitive Advantage

Wisdom (2015) looked at how digital marketing is used by South Africa's Association of the Midlands Meanders members and how it affects the members' firms' competitive advantage. Descriptive nature of the investigation necessitated the use of a mixed-methods approach to data collecting. This strategy comprised surveys conducted through the telephone and online, in addition to an examination of material that was publically accessible. The poll found that just a small percentage of firms were employing digital marketing, but that its numerous benefits were well understood by the membership.

Using a descriptive survey of one hundred SMEs in Nairobi, Minama (2016) investigated the effect that online marketing has on the degree to which SMEs in Kenya have an edge over their rivals. According to the study's findings, growing sales via online marketing may help SMEs improve their brand recognition and customer service. Businesses in Kenya's

SME sector confront increasing rivalry, and the study's results suggest that they may better compete with their bigger rivals if they use internet advertising and improve their overall marketing efforts.

Researchers Jalango' (2015) looked at Kenyan commercial banks' (KHBs) usage of digital marketing to learn whether or not it boosted the banks' competitiveness. According to research, commercial banks depend extensively on the internet for their marketing, and the majority of them expect to migrate their advertising efforts online via social media, mobile applications, and display advertisements as well as email marketing and websites. Cox (2012) came to the conclusion that the bulk of a company's social media marketing efforts are focused on Facebook and Twitter by using the case study technique and doing an in-depth assessment of the social media postings of a small business in Indiana. The research found that the two most important aspects of social media marketing were the quality of material posted and the quality of connections formed with consumers.

Parker and Alstynne (2018) say that network effects are defined by the vast variety of devices and systems that connect the demand and supply sides of a company. To advertise and spread word about a business's goods and services online is a standard procedure in digital marketing (Ryan & Jones, 2019). Social networking services like Twitter, LinkedIn, Myspace and Facebook have become widely used web apps, as seen by the large amounts of time people spend on these sites (Nielsen, 2018). According to Pradiptarini (2016), Facebook is the website that is used the most, while Twitter, LinkedIn, MySpace, and YouTube are in second through fifth place, respectively, in terms of popularity. Social media, which is communication created by users themselves, serves as a mirror image of a

vast information source and helps users become empowered consumers who are more influenced by the opinions of their peers than they are by advertising.

2.4 Empirical Review and Research Gap

Meier and Boyne (2017) studied on digital marketing strategies and brand equity of public organizations in the United Kingdom. According to the findings of the research, there is an undeniable link between the use of digital marketing methods and the level of brand equity possessed by public organizations in the UK. The study was also not applicable to the current examination since it was done in a different environment. Digital marketing methods in Indonesia's construction sector were examined by Halligan and Shah (2010). Social media has been shown to have an impact on a company's service delivery. Spreading knowledge and forming a shared opinion are two of the benefits of using social media. Meier and Boyne (2017) studied digital marketing strategies and brand equity of public organizations in the United Kingdom. Public organizations in the United Kingdom have identified a clear association between their use of digital marketing and the amount of brand equity they have. In addition, because the investigation was undertaken in a different setting, it cannot be used as evidence to support the investigation that is currently being carried out. The study left some conceptual gaps since it was conducted in Indonesia's which has a different operational environment to Kenya.

Adetunji et al. (2018) set out to look at how different forms of marketing communication on social media may affect the spread of the concept of customer-based brand equity (CBBE). The investigation applied a survey design utilising a thematic guide structured questionnaire seeking to determine CBBE for auto-mobile brands in Malaysia. Findings

suggested that CBBE benefited from marketing and communication efforts that used social media. The study showed that both firms generated, and customer-generated content focused on brand interactivity affected the brand equity of motor-vehicle brands. The horticulture processing and export businesses were the primary focus of the investigation. The study leaves some conceptual gaps as it did not interrogate the digital marketing strategies.

In Ipoh, Malaysia, Kaur (2014) investigated how the presence of social media affects the decision-making processes of SMEs. The descriptive method of research was the one that was employed for this investigation. Community blogs, Twitter, and Facebook were the social media sites that were investigated for this research. The findings of this study, which used the Engel-Kollat-Blackwell (EKB) Five Steps Model, demonstrated that social media does, in fact, influence the decision-making process of consumers at each level. For this research, social media sites were used as a proxy for external stimuli, which may have prompted participants to detect an issue internally or outside. Sixty-nine percent of those who participated in the survey held the belief that it was a motivator to make a purchase. According to the results, social media also served as an effective medium for consumers to become aware of new companies, goods, and services available on the market. This study leaves some contextual gaps since it was conducted in the small and medium-sized enterprises not amongst large media houses Kenya.

Regionally, Yunus (2014) studied digital marketing strategies and brand equity of small enterprises in the Uganda metropolis. The study's results showed that strategic innovation can affect a company's brand value. According to the data, there was a good correlation

between the application of e-mail marketing and the company's brand equity. According to the findings of the study, proper training on innovations has to be completed before introducing them into a company in order for there to be an effect. However, this study left some conceptual gaps as it did not assess the challenges faced while implementing digital marketing strategies. Onyango (2013) evaluated the scope of communication techniques within the framework of social media marketing and the effect that it has on building brand equity. The study employed mixed methods which adopted a qualitative method utilising a structured questionnaire and a quantitative technique that used content analysis in gathering and processing data for the study. The results of the study proposed a customer-centric communication technique that optimizes the unique attributes of social media.

Equity Bank of Kenya's digital business practices were the subject of a study and analysis by Makori (2014). A sample size of 271 participants was employed to derive findings in the study, which was descriptive in nature. Cybercrime and identity theft hampered the implementation of the digital strategy, according to the conclusions of the study, both of which harmed the company's connections with its customers. According to the results of this study, more IT training and research into methods to avoid identity theft and other forms of cybercrime are also recommended. Marketing on social networking sites (SNS) has an influence on college-bound students, according to Ochieng (2012), who utilized the students at the University of Nairobi as a case study. The research technique for this study was predicated on using a descriptive methodology. Ads on social networking sites had a positive effect on customers' understanding of products and their desire to purchase them, according to the study.

Dore (2018) looked at how digital marketing strategies affected the namesake of health care product manufacturers. A descriptive research was undertaken, with questionnaires sent to 22 Nairobi-based manufacturing firms. According to the findings of the research project that used the regression model, Twitter, TikTok, and Facebook were responsible for 88.0% of the total variance in branding. Research outcomes demonstrate that brand value is significantly affected by digital marketing techniques.

Kariuki, (2014) studied the impact of digital marketing strategies on construction company brand value in Indonesia. It's been shown that social media influences how an organization provides its services. Knowledge may be more easily disseminated from one person to the next and a more universal viewpoint can be established via the usage of social media. Yunus (2014) studied digital marketing strategies and brand equity of small enterprises in Lagos metropolis. The investigation found that the brand equity of small businesses might be affected by strategic innovation. Data showed that when e-mail marketing was used, it had a positive effect on the company's brand value. According to the findings of the study, appropriate training on innovations need to be completed before putting them into practice in a company in order for there to be an effect.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter describes the research methodologies that will be used to fulfill the study's predetermined objectives. The components of the research design, including the research technique, study population, data collection tactics, and data evaluation processes, are discussed. The approaches for data analysis and presentation are also examined.

3.2 Research Design

A research design is a strategy that is established by a researcher to synthesis the numerous aspects of a study into a cohesive whole, in line with the essential stages, and to offer answers to the primary questions that are being investigated as a result of the study (Kombo

& Tromp 2006). This inquiry used the descriptive survey approach as its primary data collection strategy. Research that is descriptive attempts to describe a topic by developing a profile of significant aspects of that topic, such as key individuals, situations, or events (2023). This is accomplished by collecting data and tabulating the requirements of variables or their integration (Hair, Page & Brunsveld, 2019). The method assures that it is possible to conduct an analysis of what, when, who, and the location of a specific relevance, as well as the degree to which it relates to the variables.

3.3 Population of the Study

A target population, according to Kothari (2004), is any collection of people, things, or objects from whom the researcher hopes to draw general conclusions about the variables under investigation. The research focused on media outlets in Nairobi County. According to statistics released by Media Council of Kenya (Media Council of Kenya, 2020), fifty major media outlets are licensed to offer services in Nairobi County. There are three types of radio stations: public, private, and community-based. Census data were used for the analysis.

3.4 Data Collection

Use of questionnaires as a key form of data collection will be important to this study. The questionnaires were given to the managers in charge of marketing or their equivalents in the 50 media houses in Kenya. The survey was broken up into three distinct sections, the first of which gathered information on the features of the organization. The second section covered digital marketing tactics, while the third section focused on competitive advantage. The marketing managers indicated their responses to the questions in the questionnaire by

selecting an option on a scale ranging from 1 to 5 and marking it off. After that, the researcher employed a drop-and-collect method to deliver the surveys to a variety of media organizations in Kenya. The researcher was required to deliver the surveys using a Google form in the event that they were unable to physically hand out the questions.

3.5 Data Analysis

Once data collection was finished, the questionnaires were examined to ensure uniformity and thoroughness. In order to clear the data for future analysis and to disclose any anomalies that may have been present in the replies, editing, tabulating, and coding were utilized. In the course of the investigation, descriptive statistics were used, such as the taking of readings to determine the central tendency (mean) and the dispersion (variance and standard deviations). Visualizations and tabular data displayed the results. Using the method of multiple linear regressions, we were able to identify the nature of the connection that exists between the variables. the model may be seen below:

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter contains statistical analysis as well as comments on the results of research on the effect of digital marketing tactics on the competitive advantage of big media organizations.

4.2 Response Rate

A response rate of 80% was achieved by receiving 40 completed questionnaires out of a total of 50 that were distributed for the purpose of data collection. The results provide credence to Mugenda and Mugenda's (2013) contention that rates in analyses that are greater than fifty percent may be considered acceptable. Results were sufficient for data analysis since, as per Babbie (2010), a return rate of 60% is regarded to be acceptable and a return rate of 70% is considered to be astounding. The researcher moved on to the data analysis stage after receiving an appropriate number of responses to the survey.

4.3 Organizational Characteristics

This section is devoted to providing information on big media companies. The facts were helpful in knowing the background information about the bank that was being considered.

It requested information such as the firm's age, the number of employees, and the number of years it had been open for business.

4.3.1 Period of operation

According to the information provided by respondents, the large media houses in Kenya have been operating for the periods of time detailed in Table 4.1.

Table 4. 1: Period of Operation

Years	Frequency	Percent
Less than 4 years	5	12.5
4-8 years	10	25
Above 8 years	25	62.5
Total	40	100.0

Source: Field Data (2022)

Table 4.1 reveals that 62.5% of Kenya's main media companies have been operational for more than 8 years, followed by 25% with an operational history ranging from 4 to 8 years, and finally 12.5% with an operational history of less than 4 years. The outcome suggests

that the bulk of Kenya's significant media companies have a solid footing in the Kenyan market.

4.3.2 Number of Employees

Finding out how many people are employed in significant media firms in Kenya was the purpose of the study that was conducted. The findings are shown in Table 4.2.

Table 4. 2: Number of Employees

Employees	Frequency	Percentage
Less than 400	15	37.5
401 - 800	20	50.0
Above 800	5	12.5
Total	40	100.0

Source: Field Data (2022)

Table 4.2 show that most of large media houses Kenya have employees between 401-800 at 50%, 37.5% were less than 400 and lastly 12.5% were above 800. This suggests that the majority of Kenya's large media companies are a source of employment.

4.3.3 Number of Large Media Houses Branches

The purpose of the study was to determine the total number of branches maintained by big media firms in Kenya according to the criteria outlined in Table 4.3.

Table 4.3: Number of Large Media Houses Branches

No of Branches	Frequency	Percentage
Less than 10	6	15
10-20	8	20
20-30	16	40
More than 30	10	25
Total	40	100.0

Source: Field Data (2022)

According to Table 4.3, the majority of Kenya's main media firms have between 20 and 30 branches throughout the country at a rate of 40%, followed by more than 30 branches at 25%, 10 to 20 branches at 20%, and finally fewer than 10 branches at 15%. This suggests that the majority of Kenya's main media organizations have a solid foundation and are capitalizing on the commercial potential in Kenya.

4.4 Digital Marketing Strategies

The digital marketing methods were treated as the independent elements in this investigation. It was vital to ascertain the thoughts of the respondents on the digital marketing techniques.

4.4.1 Social Media

The participants were given five claims to consider, and they were required to estimate the level to which they concurred or disagreed with each allegation pertaining to social media.

The findings are shown in Table 4.4.

Table 4.4 Social Media

Statement	N	Mean	Std Dev
Marketing new products using social media is a mainstay of this company's strategy.	40	4.11	.504
The company makes advantage of the customer's social media accounts to remind them of previously purchased items.	40	4.54	.505
A significant number of enquiries about both new and current products have been received through social media.	40	4.23	.798
When the promotion is carried out across several social media platforms, I see an increase in sales.	40	4.63	.547

The growth of the company's customer base is aided by the usage of social media.	40	4.26	.611
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Composite Statistics	40	4.35	.652
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Source: Field Data (2022)

In regards to Table 4.4, the promotion is carried out across several social media platforms to increase in sales with a mean 4.63. The company makes advantage of the customer's social media accounts to remind them of previously purchased items having a 4.54 as mean. The growth of the company's customer base is aided by the usage of social media, with a mean of 4.26. In addition to this, significant number of enquiries about both new and current products have been received through social media having a 4.23 as mean. Finally, the firm uses social media to launch new products with a mean difference of 4.11. Ultimately, the average rating was 4.35, which indicates that prominent media firms in Kenya have used social media to a significant degree.

4.4.2 Website and blogs

The participants were provided with five assertions that were posted on websites and blogs, and they were asked to identify the degree to which they agreed with each statement. The results are shown in Table 4.5.

Table 4.5: Personalized Services

Statement	N	Mean	Std. Dev
------------------	----------	-------------	-----------------

Websites and blogs have opened doors to previously unreachable customers and markets.	40	4.11	1.17
The number of times our display ads have been clicked on has increased as a result of the popularity of websites and blogs.	40	3.73	0.98
Customers have reported more overall happiness and an enhanced experience as a result of the proliferation of websites and blogs.	40	3.34	1.19
The visibility of brands has improved thanks to websites and blogs.	40	3.90	0.89
The growth of our market share may be attributed to websites and blogs.	40	3.23	1.07
Composite Statistics	40	3.66	1.06

Source: Field Data (2022)

In regards to Table 4.5, websites and blogs have opened doors to previously unreachable customers and markets had a mean of Mean 4.11 while visibility of brands has improved thanks to websites and blogs had a mean of 3.90. In addition, number of times our display ads have been clicked on has increased as a result of the popularity of websites and blogs by a mean of 3.73 and customers have reported more overall happiness and an enhanced experience as a result of the proliferation of websites and blogs had a mean of 3.34. Finally,

growth of our market share may be attributed to websites and blogs, having a 3.23 as mean. The overall mean was 3.66 which imply that large media houses Kenya embraced website and blogs to moderate extent.

4.4.3 Search Engine Optimisation

The participants were provided with five assertions regarding search engine optimization, and they were asked to indicate the degree to which they agreed with each assertion. The results are detailed in Table 4.6.

Table 4.6: Search Engine Optimisation

Statement	N	Mean	Std. dev
The number of people who visit the website for the first time has grown as a result of search engine optimisation	40	4.18	0.95
Increased market share may be attributed to SEO.	40	3.73	1.06
SEO has contributed to an increase in brand awareness	40	3.57	0.99
The average number of hits received by each advertisement has increased as a result of SEO.	40	3.00	1.02

Quick response time is necessary to process a request	40	3.40	1.05
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Composite mean	40	3.57	1.01
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Source: Field Data (2022)

Table 4.6 shows that number of people who visit the website for the first time has grown as a result of SEO at a mean of 4.18. On the other hand, increased market share may be attributed to SEO having a mean of 3.73. Similarly, SEO has contributed to an increase in brand awareness with a mean of 3.57 as mean. Quick response time is necessary to process a request with a mean of 3.40 and finally the average number of hits received by each advertisement has increased as a result of SEO with a mean of 3.00. The overall mean was 3.57, which indicates that Kenya's large media houses have adopted search engine optimization to a moderate extent.

4.4.4 Online marketing

The participants were provided with five statements pertaining to internet marketing, and in response to a series of propositions, participants were prompted to rate their agreement level. The results are detailed in Table 4.6.

Table 4.7: Online Marketing

Statement	N	Mean	Std.dev
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Online marketing increases the quantity of potential customers.	40	4.20	0.89
Customers believe that purchasing products and services online is more convenient.	40	3.52	1.08
Customers provide favourable comments about their experiences using the site.	40	4.30.	0.92
Customers are pleased with the timeliness of the deliveries.	40	4.11	1.10
Customers believe that internet marketing is highly risky.	40	3.80	0.99
Composite Statistics	40	4.02	0.99

Source: Field Data (2022)

Table 4.7, customers provide favourable comments about their experiences using the site with a mean of 4.30 and online marketing increases the quantity of potential customers with a mean of 4.20 while customers are pleased with the timeliness of the deliveries having a 4.11 as mean. Official communication is done through various social media platforms with a mean of 3.80. Customers believe that purchasing products and services online is more convenient with a 3.52. The mean score was 4.02, which indicates that internet marketing has a significant amount of effect overall.

4.5 Competitive Advantage

The outcomes of this investigation demonstrate that the competitive advantage was a dependent variable. It was necessary to ascertain the views of the respondents about the service delivery.

Table 4.8: Competitive Advantage

Statement	N	Average	Std dev
The level of a company's profitability has been steadily rising year after year.	40	4.40	0.45
The company works hard to guarantee that each and every one of its clients is happy with the services and goods that they provide.	40	4.37	0.49
The organization has effective methods for delivering goods and services on schedule.	40	4.40	0.49
Delivery of goods or services is guaranteed on time thanks to the effective mechanisms in place at this organization.	40	4.50	0.49
The company has an enviable position in the market.	40	4.63	0.48
Average	40	4.46	0.48

Source: Field Data (2022)

According to Table 4.8, company has an enviable position in the market has a 4.63 average and the company has an enviable position in the market. As shown by an average of 4.50, delivery of goods or services is guaranteed on time thanks to the effective mechanisms in place at this organization. Additionally, organization has effective methods for delivering goods and services on schedule have a 4.40 average. The level of a company's profitability has been steadily rising year after year having a 4.40. Finally, the company works hard to guarantee that each and every one of its clients is happy with the services and goods that they provide has an average of 4.37. The overall average was 4.46, indicating that many large media houses in Kenya to large extent are competitive in nature.

4.6 Correlation Analysis

In order to evaluate the degree of link that exists between the predictor factors and the responder variables, a correlation analysis was carried out. It was helpful in establishing a connection between digital marketing techniques and a competitive edge.

Table 4. 9: Correlation Between Digital Marketing Strategies and Competitive Advantage

		SM	WB	SEO	OM	CA
SM-Social Media	Pearson Correlation	1				
	Sig. (2-tailed)					
	N	40				
WB-Website and blogs	Pearson Correlation	.650**	1			
	Sig. (2-tailed)	.01				
	N	40	40			
	Pearson Correlation	.653*	.531*	1		

SEO-Search	Engine	Sig. (2-tailed)	.05	.05			
Optimisation		N	40	40	40		
OM-Online		Pearson Correlation	.676**	.564*	.251*	1	
marketing		Sig. (2-tailed)	.01	.05	.05		
		N	40	40	40	40	
CA-competitive		Pearson Correlation	.734**	.748**	.415**	.407*	1
advantage		Sig. (2-tailed)	.01	.01	.01	.05	
		N	40	40	40	40	1

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

* . Correlation is significant at the 0.05 level (2-tailed).

Table 4.9 shows that there exists a positive association between social media usage and competitive advantage (as evaluated by Pearson's $r=0.734$). With a Pearson's correlation coefficient of 0.748 and a p-value of 0.01 signifying a significant relationship, having a website and maintaining a blog may provide you an advantage over the competition. On the other hand, SEO's positive relationship correlation with service delivery and positive connection correlation with competitive advantage both had a Pearson's correlation value of 0.415. Advantage in competition was positively correlated with this. The positive link between online marketing and service delivery, as measured by Pearson's $r=0.407$, is statistically significant\.

4.6 Inferential Statistics

This study focused on determining how digital marketing strategies influence the competitive advantage among large media houses Kenya. The parameters for the independent variables included social media marketing, search engine optimization, website and blogs and online marketing.

4.6.1 Model Summary

Using multiple regressions, we investigated the effect that the independent variables had on the predictor factors. The summary of the model may be found in Table 4.11.

Table 4.10: Model Summary

Model	R	R Square	Adjusted R Square	Std. The error in the Estimate
1				
1	.820 ^a	.672	.552	.582

a. Predictors: (constant), social media marketing, search engine optimization, website and blogs and online marketing.

Source: Field Data (2022)

Table 4.11 displays the results at the 0.005 level of significance, where R and R² were 0.820 and 0.672. Results also showed that digital marketing tactics are related to competitive advantage (R=.672), and that the variables in the model account for 67.2% of the variance in competitive advantage, while other factors account for 32.8% of the variation.

4.6.2 Goodness of Fit of the Model

Table 4.12 demonstrates that ANOVA was applied to check whether the selected regression model was satisfactory for the data.

Table 4.11: ANOVA

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.324	4	.067	1.558	.015 ^b
	Residual	1.123	35	.043		
	Total	1.149	39			

a. Dependent Variable: Competitive Advantage

b. Predictors: (Constant), Social Media Marketing, Search Engine Optimization, Website and Blogs and Online Marketing

Source: Field Data (2022)

Results from the analysis of variance are shown in Table 4.12. Coefficient of determination significance at the 5% level may be calculated using this table. This study has a statistically significant p-value of 0.0150.05. This means that digital marketing methods are very useful indicators of future success in the marketplace.

4.6.3 Model Regression Coefficients

Table 4.15 displays unstandardized and standardized coefficients as well as t statistics and significant values.

Table 4.12: Regression Coefficient

Model	Unstandardized Coefficients	Standardized Coefficients	t	Sig.
	B (β)	Beta	Std. Error	(β)

(Constant)	.159	.746	.234	.213	.001
Social Media Marketing	.130	.219	.165	.059	.000
Search Engine Optimization	.232	.179	.272	1.30	.000
Website and blogs	.240	.115	.305	2.09	.010
Online marketing	.150	.253	.126	.593	.000

a. Dependent Variable: Competitive Advantage

Table 4.15's regression coefficients reveal that digital marketing strategies contribute to large media organizations in Kenya maintaining their market dominance. This conclusion is supported by the findings of the table. Online marketing reported a value of $p=0.000 < 0.05$, whereas social media marketing posted a value of $p=0.000 < 0.05$, search engine optimization posted a value of $p=0.000 < 0.05$, and website and blog posts posted a value of $p=0.010 < 0.05$. This significance test was carried out with alpha set at 0.05, which means that there is evidence of significance whenever p records a value that is lower than 0.05. According to the findings, the criteria of Kenya's big media firms have a huge edge over their competitors.

The linear model then stands to be;

$$Y=0.159+0.130X_1+0.232X_2+0.240X_3+0.150X_4$$

According to the results, an increase in the search engine optimization parameter that is associated with competitive advantage by one unit would result in a change of 0.130 in the competitive advantage when all other independent variables are maintained constant. The change in competitive advantage that will occur as a direct consequence of adding one unit to the search engine optimization parameter in respect to digital marketing strategies will be 0.232. Changing the connection between websites and blogs by only one unit in respect to digital marketing strategies would result in a 0.240 point shift in the level of competitive advantage enjoyed by the business. Lastly, an increase of one unit in terms of online marketing in respect to digital marketing methods would result in a 0.150 point shift in competitive advantage.

4.7 Discussion of Findings

It was discovered that the majority of Kenya's major media outlets have used social media to a significant degree in recent years. This was supported by the remarks that were made below; when the promotion is carried out across several social media platforms, I see an increase in sales and firm uses social media to launch new products. This was supported by Kaur (2014) community blogs, Twitter, and Facebook were the social media sites that were investigated for this research. Social media also served as an effective medium for consumers to become aware of new companies, goods, and services available on the market. This study leaves some contextual gaps since it was conducted in the small and medium-sized enterprises not amongst large media houses Kenya.

The study established that search engine optimization influence competitive advantage to a great extent. This was backed by the following statements; websites and blogs have

opened doors to previously unreachable customers and markets and growth of our market share may be attributed to websites and blogs. The findings agree with Joseph (2015), search engine optimization encompasses all aspects of advertising, marketing, and public relations, as well as the process of deciding how a product will appear and feel and how it will be presented to a consumer.

The study established that website and blogs relationship influence competitive advantage to a moderate extent. This was backed by the following statements websites and blogs have opened doors to previously unreachable customers and markets. The findings agree with Minama (2016) website and blogs grows sales via online marketing may help SMEs improve their brand recognition and customer service. Businesses in Kenya's SME sector confront increasing rivalry, and the study's results suggest that they may better compete with their bigger rivals if they use internet advertising and improve their overall marketing efforts.

The study established that online marketing relationship influence competitive advantage to a great extent. This was backed by the following statements; customers provide favourable comments about their experiences using the site and online marketing increases the quantity of potential customers. The findings agree with Yunus (2014) revealed that e-mail marketing implementation had a positive connection to brand equity in the firm. For the impact to be felt, the research suggested that suitable training should be done on innovations before implementing them in a firm.

The data suggest that digital marketing techniques and a competitive advantage have a connection that may be described as one of positive correlation. The research used

regression analysis to determine the relationship between digital marketing techniques and competitive advantage among Kenya's main media firms. The coefficient of determination was determined to be a decent predictor, with an R² value of 0.672, indicating that it was a good match for the data. The p-value of the whole regression model was determined to be statistically significant, coming in at 0.018 with a significance level of 0.05. These results provide support for a research conducted by Noor (2013) that found a favorable association between customer relationship management strategies and service delivery.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

A summary of the results, conclusions, recommendations, and limitations of the study as well as comments provided by the researcher are presented in this chapter. This is done so as to fulfill the requirements of the goal of the research.

5.2 Summary

The purpose of this study was to investigate the impact that digital marketing techniques have on the comparative advantages held by significant media firms in Kenya. It was discovered that the majority of Kenya's significant media organizations have been operating for more than 4 years and have between 301 and 600 workers. Most of the large media houses Kenya have between 5 to 10 branches in Kenya.

It has been shown that social media marketing and internet marketing have a substantial influence on digital marketing tactics to a large degree. Facebook were the social media sites that were investigated for this research. Social media also served as an effective medium for consumers to become aware of new companies, goods, and services available on the market

It has been shown that websites and blogs have a considerable influence, although to a limited degree, on digital marketing efforts. Website and blogs grows sales via online

marketing may help SMEs improve their brand recognition and customer service. The number of people who visit the website for the first time has grown as a result of SEO.

The research showed that digital marketing strategies are associated with a competitive advantage. Regression analysis conducted in this study revealed that the selected regression model accurately predicted the outcomes. In a variance analysis, the models are seen to be significant statistically when the p-value is far less than 0.05.

5.3 Conclusion

In conclusion, the majority of large media houses Kenya have achieved digital marketing strategies for competitive advantage. The success of digital marketing techniques is made clear by the digital applications that have been described up to this point in the article. Large media companies in Kenya have seen an increase in the overall brand quality of the company as a consequence of the implementation of digital strategies, which has resulted in a competitive advantage for the company. Kenya's major media corporations are actively working to enhance the quality of their products and services. Because of the increased level of satisfaction among the clients, there has been a growth in the total number of customers.

The study also concludes that social media and online marketing was adopted by large media houses to a great extent. Website and blogs were adopted by large media houses to a moderate extent. Blogs have resulted in a rise in the amount of hits on our website, and blogs have also resulted in an increase in our market share. Customers perceive online marketing as convenient, customers perceive online marketing as convenient.

The results of the study on the link between social media, online marketing, websites, and blogs are eventually analyzed, and the study comes to the conclusion that there is a significant connection between the research model and the findings of the study. The results of the research are consistent with the technological adoption model, the disruptive innovation theory, and the theory of competitive advantage developed by porter.

5.4 Recommendations of the Study

Employees should have a clear knowledge and dedication to the company's goals and objectives via the implementation of rules and processes, according to the research. This is due to the fact that employees are the most essential stakeholders in the process of plan execution.

Similar, the research suggests that companies should concentrate their efforts only on those digital initiatives that have a stronger influence on their level of competitive advantage. Because no department inside an organization can operate independently of the others, digital marketing strategies can only be successful with the cooperation of all of an organization's stakeholders in their development, adoption, and execution.

In order to give the maximum degree of client happiness, large media firms in Kenya should not depend entirely on digital marketing methods to increase the quality of the services they provide. This will also contribute to an overall improvement in service delivery quality.

5.5 Limitations of the study

Customer satisfaction ratings were the only aspect of CEM that was studied, which is one of the study's weaknesses. On the other hand, other factors whose effects on the provision of services by an organization were not taken into account. The ability of a company to provide its services is affected by the aforementioned elements. This covers everything like hardware, software, employees, capital, financing, and even internal organizations. They must be considered for the study to provide reliable results.

The fact that the study's respondents were to be composed mostly of middle managers posed a number of difficulties. Many of them were too swamped with work and stress to fill out the surveys when the researcher handed them out. Validity checks were performed on the instrument before email surveys were sent to guarantee that the research questions were stated clearly and would be answered by the questions included. This was done to ensure that the questionnaires were filled out accurately.

5.6 Suggestions for Further Studies

The methodology for this research is one of quantitative cross-sectional analysis. Due to the limited time and resources that were available, cross-sectional research was selected as the most appropriate technique for dealing with the issues that arose. Due to the fact that they could only provide scripted replies, the methodological approach that was used did not enable respondents to elaborate on the implications of their responses. Since a consequence of this, more study need to make use of a mixed methodological approach, as this will enable triangulation and improve the justifications of digital marketing techniques.

In addition, this analysis concentrated only on the major Kenyan media organizations. Because of this, there are gaps in the influence that digital marketing methods have on different types of businesses, such as airlines, large-scale farms, manufacturing corporations, and automobile companies, amongst others. In the future, research has to be carried out in order to determine the impact that digital marketing techniques have on the competitive advantage enjoyed in other industries.

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APPENDICES

Appendix I: Questionnaire

Please choose the best answer.

1. Where do you worked in the media? (Enter below)

2. How long has this business been around? (Tick one)

Less than 4 years

4-8 years

Above 8 years

3. The number of personnel in your company(tick one)

Less than 400

401 - 800

Above 800

4. How is your business structured in terms of ownership? (tick one)

Private

Publicly listed

Government-owned

SECTION TWO: DIGITAL MARKETING STRATEGIES

Specify the extent of the following elements in describing how social media is used by your company. Please tick the box that best describes your preference.

Please rank this on a scale from one to five, with one (1) representing absolutely not at all, two (2) representing extent at little rating, three (3) representing extent at moderate rating, four (4) representing extent at great rating, and five (5) representing extent at very great rating.

Social Media	1	2	3	4	5
The firm uses social media to launch new products					
The company makes advantage of the customer's social media accounts to remind them of previously purchased items.					
A significant number of enquiries about both new and current products have been received through social media.					
When the promotion is carried out across several social media platforms, I see an increase in sales.					

The growth of the company's customer base is aided by the usage of social media.					
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Specify the extent of the following elements in describing how Website and blogs is used by your company. Please tick the box that best describes your preference.

Please rank this on a scale from one to five, with one (1) representing absolutely not at all, two (2) representing extent at little rating, three (3) representing extent at moderate rating, four (4) representing extent at great rating, and five (5) representing extent at very great rating.

Website and blogs	1	2	3	4	5
Websites and blogs have opened doors to previously unreachable customers and markets.					
The number of times our display ads have been clicked on has increased as a result of the popularity of websites and blogs.					
Customers have reported more overall happiness and an enhanced experience as a result of the proliferation of websites and blogs.					
The visibility of brands has improved thanks to websites and blogs.					

The growth of our market share may be attributed to websites and blogs.					
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Specify the extent of the following elements in describing how Search Engine Optimisation is used by your company. Please tick the box that best describes your preference.

Please rank this on a scale from one to five, with one (1) representing absolutely not at all, two (2) representing extent at little rating, three (3) representing extent at moderate rating, four (4) representing extent at great rating, and five (5) representing extent at very great rating.

Search Engine Optimisation	1	2	3	4	5
The number of people who visit the website for the first time has grown as a result of SEO.					
Increased market share may be attributed to SEO.					
SEO has contributed to an increase in brand awareness					
The average number of hits received by each advertisement has increased as a result of SEO.					
Quick response time is necessary to process a request.					

Specify the extent of the following elements in describing how online marketing is used by your company. Please tick the box that best describes your preference.

Please rank this on a scale from one to five, with one (1) representing absolutely not at all, two (2) representing extent at little rating, three (3) representing extent at moderate rating, four (4) representing extent at great rating, and five (5) representing extent at very great rating.

Online marketing	1	2	3	4	5
Online marketing increases the quantity of potential customers.					
Customers believe that purchasing products and services online is more convenient.					
Customers provide favourable comments about their experiences using the site.					
Customers are pleased with the timeliness of the deliveries.					
Customers believe that internet marketing is highly risky.					

SECTION THREE: COMPETITIVE ADVANTAGE

Specify the extent of the following elements in describing firm's competitive edge of your firm. Please tick the box that best describes your preference.

Please rank this on a scale from one to five, with one (1) representing absolutely not at all, two (2) representing extent at little rating, three (3) representing extent at moderate rating, four (4) representing extent at great rating, and five (5) representing extent at very great rating.

Competitive Advantage	1	2	3	4	5
The level of a company's profitability has been steadily rising year after year.					
The company works hard to guarantee that each and every one of its clients is happy with the services and goods that they provide.					
The organization has effective methods for delivering goods and services on schedule.					
Delivery of goods or services is guaranteed on time thanks to the effective mechanisms in place at this organization.					
The company is successful in meeting all of its predetermined target targets.					
The company has an enviable position in the market.					

Thank you for your time and cooperation.

APPENDIX II: Media Houses in Nairobi County

NO.	BROADCASTER	LICENSE CATEGORY	STATION ID
1.	Cosmopolitan Media Limited	Commercial FTA TV	Cosmopolitan TV Cosmopolitan
2.	Zanira Company Ltd	Commercial FTA TV	Mwariama TV
3.	Entertainment Channel	Commercial FTA TV	Entertainment Channel
4.	Seventh Day Adventist	Commercial FTA TV	Hope Channel Kenya
5.	Akili Partners Limited	Commercial FTA TV	Akili Network TV
6.	The Word Music Ltd	Commercial FTA TV	The Word Music TV
7.	Namba One TV Ltd	Commercial FTA TV	Namba One TV
8.	Mwangaza Advertizer Ltd	Commercial FTA TV	Baite TV
9.	Kass Media Group Ltd	Commercial FTA TV	Kass TV
10.	Ephod Media Ltd	Commercial FTA TV	Kingdom TV
11.	Pendo Fm Self Help Group	Community FTA TV	Pendo TV
12.	Good News Media Kenya Limited	Commercial FTA TV	Times TV

13.	Bclimax Africa Limited	Commercial FTA TV	Miracles TV
14.	Tentacle Communications Limited	Commercial FTA TV	Lolwe Television Network
15.	Christ's Co-Workers Fellowship	Commercial FTA TV	Revival Time TV
16.	Good News Broadcasting System Ltd	Commercial FTA TV	GBS
17.	Wananchi Television Network Limited	Commercial FTA TV	Wananchi TV
18.	Health TV Africa Limited	Commercial FTA TV	Health TV
19.	Sauti Ya Mwananchi Radio & Television Network	Commercial FTA TV	Sauti TV
20.	Christ Is The Answer Ministry (Citam)	Commercial FTA TV	Hope TV
21.	Smart Media Colleges	Commercial FTA TV	Utugi TV
22.	Standard Group Media Ltd (Ktn & Ktn News)	Commercial FTA TV	KTN Home
23.	Standard Group Media Ltd (Ktn & Ktn News)	Commercial FTA TV	KTN News
24.	Health Consultancy	Commercial FTA TV	Health Television
25.	Consumer Group Limited	Commercial FTA TV	Branb Plus TV
26.	Global Konnect Ltd	Commercial FTA TV	Farmers TV
27.	Mwanyagetinge Television	Commercial FTA TV	Mwanyagetinge TV
28.	Destiny Connections Media Ltd	Commercial FTA TV	Destiny TV
29.	Trimax Media House Company Ltd	Commercial FTA TV	Getu TV
30.	Next Options Ltd	Commercial FTA TV	Tourism And Wildlife TV (Safari Channel)
31.	Triple Edge Media Ltd	Commercial FTA TV	Tem TV
32.	Splash Media Networks Limited	Commercial FTA TV	Nyumba Ya Mumbi TV
33.	Arimus Media Limited	Commercial FTA TV	Arimus TV

34.	New Dawn Africa News Agency	Commercial FTA TV	Islamia TV
35.	Tama Media Group Limited	Commercial FTA TV	Tama TV
36.	Christian Broadcasting Network Limited	Commercial FTA TV	Joy TV
37.	Gates Africa Education Trust	Commercial FTA TV	Talent TV
38.	Wajali Productions Ltd	Commercial FTA TV	Maajabu TV
39.	Hirani Telecommunications Ltd	Cable Subscription TV	Hirani TV
40.	Focus Television Ltd	Commercial FTA TV	Focus TV
41.	Corporate Media Communications Limited	Commercial FTA TV	Corporate Media TV
42.	Ace Television Limited	Commercial FTA TV	Ace TV
43.	Kirinyaga Multimedia College	Commercial FTA TV	Uboro TV
44.	Kathus Communications	Cable Subscription TV	Kathus TV
45.	Royal Media Services	Terrestrial Subscription	Citizen TV
46.	Royal Media Services	Terrestrial Subscription	Inooro TV
47.	Homeland Television Limited	Commercial FTA TV	Homeland Television Network
48.	Tandao Media Group Limited	Commercial FTA TV	Tandao TV
49.	Bibilia Husema Broadcasting	Commercial FTA TV	BHB TV
50.	Tribune Media Network Limited	Commercial FTA TV	TMN TV