

**DIGITAL MARKETING STRATEGIES AND PERFORMANCE OF NESTLÉ KENYA  
LIMITED**

**BY**

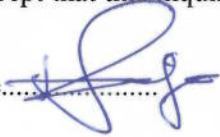
**JOSEPH NJOROGE GICHUHI**

**A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILMENT OF THE  
REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF BUSINESS  
ADMINISTRATION, FACULTY OF BUSINESS AND MANAGEMENT SCIENCES,  
UNIVERSITY OF NAIROBI**

**2022**

**DECLARATION**

I fully accept that this inquiry is my original work, and it has not been used in any other college.

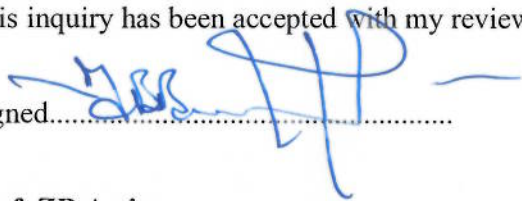
Signature.....

Date.....*28<sup>th</sup> November 2022*

**Joseph Njoroge Gichuhi**

**D61/19444/2019**

This inquiry has been accepted with my review as the student guide and college supervisor.

Signed.....

Date.....*28/11/2022*

**Prof. ZB Awino**

**Professor of Strategy and Global Management,**

**Faculty of Business and Management Sciences**

**University of Nairobi**

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## **DEDICATION**

I wish to dedicate this research project to the upcoming and existing firms that are exploring several ways to increase their sales and visibility in the market. This research project will also benefit the international business students within the country and without who will be advancing their studies.

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## **ABSTRACT**

This study aimed at establishing the impact of digital marketing strategies employed by NESTLÉ Kenya Limited on the company performance. The study used case study model and the case in question was NESTLÉ Kenya Limited. Data was gathered among the various managers at NESTLÉ Kenya Limited in the marketing department. The inquiry used interview guide to gather information from the respondents. The analysis confirmed that digital marketing strategies promote the success and growth of the company. The managers in the marketing department noted that digital marketing strategies and activities led to attraction of new customers and improve sales volume. It is also digital platforms that help address majority of the customers reviews and issues in the firm. The investigation also established that the use of digital platforms resulted to improved brand image as well as increase in customer loyalty and satisfaction levels in the firm. The study found that NESTLÉ Kenya has adopted effective digital marketing in its major operations. The firm has active social media sites, limited to Facebook and Instagram that get stakeholder reviews from the two digital platforms. This has resulted to quick resolution of customer complaints, stable operations and high success in product management and services delivery. The analysis also confirmed the view that total quality management is effective in managing firms' success. The firm management used total quality tools in ensuring continuous improvement and reduced challenges in its major operations. It has been concluded that adoption and use of digital models provide the best ways of promoting success in firms. It is recommended that firms in the food industry use digital marketing to understand their customers and maintain their brand image. This is imperative for their success and stable output in the long run.

# CHAPTER ONE: INTRODUCTION

## 1.1 Background of the Study

In the global business today, multinational companies are facing increased competitiveness and different business dynamics, and this has led to adoption of various marketing tools and strategies to attract clients across the world (Desai, 2019). According to De Pelsmacker, Van Tilburg, and Hotthof (2018), digital marketing strategy is associated with high performance of firms around the globe. Because a company's marketing efforts must consider the demands of its customers as well as the advantages that they stand to gain from using their goods or services, they may either make a firm successful or fail. Digital marketing is the utilization of digital media like the web and other online platforms to market, endorse, and promote a company's goods and services. With digital marketing strategies such as the use of social media platforms like email marketing, websites, blogs, Instagram, Search Engine Optimization (SEO), TikTok, Twitter, and Facebook, marketing through celebrities and social media influencers, companies can attract clients from different parts of the world, especially in real time (Yasmin, Tasneem & Fatema, 2015).

The technological acceptance theory and the resource-based theory serve as the foundation for this research. The resource-based concept claims that businesses may use their resources to enhance and advance performance (Werniefelt, 1984). However, in order for businesses to operate and succeed at a high level across all of their activities, the resources used must be special, uncommon, and non-imitable.



On the other hand, the technology acceptance theory indicates that there are two major variables that help in the implementation of digital information systems, and this includes the apparent easy usage and apparent usefulness (Surendran, 2012). This means that companies must adopt modern technology based on their perceived usefulness and general performance expectations (Taherdoost, 2018).

With increasing competition and globalization of business, companies in all sectors are currently adopting digital marketing operations and tools in their activities. In Kenya, the upsurge usage of digital marketing strategy has been adopted by many firms, especially due to increased competitiveness and the outbreak of Covid-19 Pandemic. There have also been rapid dynamic changes in firms because of technological advancement and turbulent business environment. Organizations such as NESTLÉ Kenya are embracing the use digital marketing tools to improve their success. However, the success of digital marketing towards promotion of firm performance is not yet satisfactory and this study will investigate the effects of strategies used in digital marketing on the performance of NESTLÉ Kenya.

### **1.1.1 Digital Marketing Strategies**

According to Chaffey and Ellis-Chadwick (2012), digital marketing strategies refer to the use of digital media platforms to market products and services to consumers. Saura (2021) also argued that digital marketing strategies relies on use of connected devices such as mobile devices, home computers and more, and distribute the information through digital assets such as websites, social media, emails, applications and search engines and any other tool used online. According to Desai (2019), the concept of digital marketing plays a very critical role in the business growth of most organizations.

However, Yasmin, Tasneem and Fatema (2015) posit that for effective digital marketing, there must be strategies to be executed. Some of the digital market strategies include provision of direction, helping marketers define their goals as well as identifying their target audience and a digital marketing plan that appeals to the target audience. Digital marketing strategy also involves the use of social media marketing platforms. This is common today since most of consumers currently rely highly on social media platforms such as Facebook, Instagram, YouTube and TikTok (Desai, 2019). Through digital marketing, marketers can use paid ads or sponsored contents on the platforms to reach their target audience and customers (Saura, 2021). There is also the email marketing which involves sending of customized newsletters or any brand engagement to prospective clients. This enhances connection between the brand and the clients through real-time and personalized communication.

According to Morris (2009), digital marketing also involves SEO (Search Engine Optimization) which is a technique used to optimize qualified traffic to web pages for user experience. The use of affiliate marketing is another important approach for digital marketing. It is a sort of performance-based marketing in which an online merchant pays commission to an external website (Wind & Mahajan, 2002). With digital marketing, firms can benefit since it cheap, and it promotes an effective relationship between the client and the organization. Organizations can use the digital platform to establish their presence across different platforms (Yasmin, Tasneem & Fatema, 2015).

### **1.1.2 Firm Performance**

Firm performance refers to the output that measures the efficiency of the set goals and plans of the organization (Capkun, Hameri & Weiss, 2009). Goh and Ryan (2008) emphasize that organizations only commit their resources towards the achievement of the set organizational objectives after measuring performance. Therefore, with increased changes in the business environment coupled with high level of competition and rapid technological changes, companies must measure their performance using metrics such as total number of sales volumes, employee morale, customer satisfaction as well as profitability (Jagero, Komba & Mlingi, 2012). Therefore, Haat, Rahman and Mahenthiran, (2008) conclude that performance is an important pointer to whether the set firm's goals are achieved or not.

According to Osiyevskyy, Shirokova and Ritala (2020), firm performance measurements mainly aim at monitoring and maintaining firm's control, and this is a process that ensures that firm's aims are geared towards achievement of the overall goals and objectives. From the views of Mishra and Suar (2010), firm performance measures include both financial and non-financial parameters. Financial performance is determined by profits and return on assets, market share and most importantly the number or volume of sales, as well as return on investment (Jagero, Komba & Mlingi, 2012). On the other hand, the non-financial measures of performance include both employee and customer satisfaction levels, the morale of the employees and the level of customer services provided by the organization (Haat, Rahman & Mahenthiran, 2008).

### **1.1.3 NESTLÉ Kenya Limited**

NESTLÉ is an international beverage and food processing conglomerate firm with its headquarters in Vevey, Vaud, Switzerland. Since 2006, based on sales and other indicators, it has been the largest publicly traded food company in the world. In 2017, it was placed No. 64 on the Fortune Global 500. NESTLÉ also produces pet foods, snacks, dairy goods, ice cream, infant food, medical food, bottled water, breakfast cereals, coffee, tea, frozen meals. 29 NESTLÉ brands generate yearly sales of more than \$1 billion. NESTLÉ is one of the major owners of L'Oreal, the biggest cosmetics firm in the world, and it has 447 factories, operates in 189 countries, and employs over 339,000 people.

One of the operational firms in the NESTLÉ East & Southern Africa Region (ESAR) is NESTLÉ Kenya Limited. The Nairobi factory of NESTLÉ Kenya Limited, which was founded in 1967, provides goods to the regional market, along with several Southern African, COMESA, and EAC markets for export. Pate Road, Industrial Area, Nairobi is the locations of NESTLÉ Kenya Limited's head office, factory, and distribution center. MILO, MAGGI seasoning spice, and Locally produced CERELAC baby food are produced by NESTLÉ Kenya, a subsidiary of the Swiss-based NESTLÉ Group. With the Kenyan operations being led by Arvin Bhandari, the Managing Director.

### **1.2 Research Problem**

Due to rising internet usage, affordable internet-enabled phones, and the integration of ICT into most daily activities, digital marketing methods including websites, display advertisements, search engine optimization (SEO) and social media are becoming more widely used in today's global economy (Nuseir & Aljumah, 2020).

Thus, Saura (2021) claims that data on clicks, views, and hours spent on websites is readily available and makes performance more measurable, therefore, using and adopting a digital marketing plan is substantially less expensive and outcomes are simpler to assess. Companies may increase their success and performance by using digital marketing technologies and strategies, digital marketing is substantially less expensive than conventional marketing channels like newspaper adverts, TV commercials, and billboards. Businesses may also reduce their marketing expenses when adopting digital marketing tactics. This has led to high number of companies using digital marketing strategy to promote their success and performance (Lee & Kim, 2009).

In Kenya, companies are increasingly adopting digital marketing tools. However, maintaining these websites and feeding content to them without receiving negative consumer feedback or encountering other issues is becoming a struggle for many businesses. Many obstacles, such as fierce competition from more established businesses, and a lack of cash prevent Kenyan businesses, especially international ones operating there, from expanding, becoming successful, or remaining in operation (McIntire, 2012). However, there has not been any examination of how digital marketing methods have affected the performance of companies like NESTLÉ Kenya.

The impact of digital marketing methods on the success of businesses throughout the world has been the subject of several studies. The use of social media marketing by SMEs in Thailand was explored by Danhil et al. (2006) who found that it had a positive effect on the marketing performance of the SMEs by improving brand perception and boosting sales. However, this study mainly focuses on SMEs in Thailand and ignored the importance of digital marketing strategies to multi-national firms in the country.

In the United Kingdom, a study was done by Bazazo et al. (2017) on the adoption of digital marketing strategy and its influence on promoting quality management among government operations in UK. The study noted that digital marketing strategy is important in promoting quality management among government operations.

In Indonesia, Purba et al. (2021) determined the impact of e-commerce and digital marketing on financial productivity and business sustainability of Indonesian companies during COVID-19 and noted that digital marketing promotes the performance of organizations during the pandemic. The study noted that MSMEs should adopt digital marketing in their operations to promote their performance. However, the above studies were done outside Kenya, and they focus on non-multinational companies.

Dante & Bick (2013) conducted a study on the impact of social media marketing on the performance of South African small banks. According to the research, social media accounted for most of their marketing activity and had a significant influence on their marketing plans. The authors concluded that digital marketing increased market share and boosted client acceptance of their internet banking services. However, this study was done outside Kenya and focuses on firms within the banking industry.

Nga'nga' (2015) conducted research in Kenya on the efficiency of digital marketing tactics on Kenyan banks. He discovered that the banks' economic performance was improved by raising customer knowledge of the financial goods they provide. Digital marketing was shown to have a favorable influence on the performance of SMEs in Mbugua's (2016) research on the marketing techniques used by SMEs in Kenya and their impact on performance.

In a study of the effects of internet marketing on SMEs in Kenya, Kithinji (2006) found that sales and market share were increased while also enhancing the companies' brand recognition and reputation. However, these studies were done more than five years ago, and they mainly focus on SMEs while the current study will focus on multinationals and will provide up to date digital marketing tools.

Based on the analysis of the studies above, there are few studies done to determine the effects of digital marketing strategies on the performance of firms locally and globally. The few studies done on the topic also focus on companies outside Kenya. In addition, the studies were done mainly among SMEs and fail to focus on case study design. Therefore, this study will fill the contextual, methodological, and contextual gaps by determining the effects of strategies used in digital marketing on the performance of NESTLÉ Kenya Limited. The research questions that the study addresses include What impact do digital marketing techniques have on NESTLÉ Kenya Limited's performance?

### **1.3 Research Objectives**

The research's objective is to determine how NESTLÉ Kenya Limited's performance is influenced by digital marketing strategies.

#### **1.4 Value of Study**

Various stakeholders would be impacted by and benefit from this study. Some of the stakeholders that would gain from this study include the management of NESTLÉ Kenya, future scholars, and policy makers.

Understanding the impact of digital marketing techniques on the efficiency of business activities and operations would be beneficial to the senior management of NESTLÉ Kenya.

They might increase their performance and success over time by using successful digital marketing techniques with the aid of this research. The study would also be of benefit to the various key players in the food and coffee industry including policy makers. The research's findings will be used by policymakers in the food and beverage sector to create regulations that address business performance and digital marketing tactics in the nation. With effective digital marketing policies, firms would improve their performance in the country.

Academics and researchers who want to utilize the study to improve, supplement, or criticize the ideas and conclusions may find this research useful. The study is crucial because it will offer actual data on how digital marketing tactics affect businesses in Kenya and other countries' food and beverage industries.

To further examine the connections between digital marketing tactics and the effectiveness of businesses' activities and operations, this research may provide further areas for theoretical framework for future researchers to employ.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This section covers current studies on the topic of the study. The chapter deals with past studies done on strategies in digital marketing and firm performance. The chapter also covers empirical review as well as knowledge gaps and theoretical framework.

### **2.2 Theoretical Foundations**

the choice of pertinent theories improves a clear knowledge of the study's factors. An explanation for why something behaves or exists in a certain way is provided by the theory, and these explanations are founded on general principles. In research, theories predict and explain the study constructs. This study variable was backed up by resource-based theory and technology acceptance theory.

#### **2.2.1 Resource Based Theory**

Penrose developed the resource-based concept in 1959. According to Penrose (1959), a company will operate well when it has complete control over its precious and scarce resources. Barney (2007) indicates that all firms may improve sustainability in terms of competitive advantages by utilizing some essential resources.

The resource-based concept, on the other hand, is examined by both an organization's competence and resources, which improved performance and ensure favorable return (Lockett, Thompsons & Morgenstern (2009). According to the notion, resources need to be long-term imitable, valued, and scarce.

Nevertheless, Barney (2007) asserts that the theory makes the presumption that businesses only take the proper actions considering the current market situation and that employees are driven to make the best use of the resources at their disposal. According to the concept, a firm's success is also influenced by how well it manages its crucial resources (Wernerfelt, 1984). In addition, the theory does not only emphasize on the aspects of resources but also the sources of the resources because such sources improve organization's performance and sustainability (Morhoney & Pandian, 1992).

The concept is suitable and relevant to this study since it can aid firms to adopt effective digital marketing tools and improve their performance. The theory support firms to use valuable and unique resource base. This means that this theory can guide the study by determining the resources available at the disposal of the firms and use them to improve their performance. The theory holds that the use of rare resources can enable firms to increase their success and productivity.

### **2.2.2 Technology Acceptance Theory**

According to Surendran (2012), this theory is associated with Fred Davis (1986) who works on the theory of reasoned action. The concept focuses mostly on predicting the appropriateness of an information system.

This theory seeks to predict an instrument's applicability and identify modifications that should be made to the framework to increase user acceptance (Taherdoost, 2018). According to the theory, a digital information system's acceptability is purely contingent upon its appearance of being simple to use and helpful (Davis, 1993).

The underlying principle of the concept is that the degree to which one thinks that utilizing a system encourages performance, defines perceived usefulness. Also, based on theory, the degree to which one thinks the system's operation is helpful is determined by perceived ease of use (Davis, 1989).

Perceived ease of use and perceived relevance can be viewed as two different metrics, this is described by factorial research (Maranguni & Grani, 2015). Perceived ease of usage, according to Davis (1986), impacts a person's approach through two important channels, which includes self-effectiveness, and instrumentality. According to Bandura's (1982) concept of "self-effectiveness," a system's ease of use affects how effective a user feels they are. Additionally, a simple-to-use tool gives the user a sense of control over the system (Taherdoost, 2018).

This theory applies to this investigation because it hypothesizes that the adoption of strategies in digital marketing depend on the behavioral intentions and behavioral aim. It also depends on one's attitude towards the introduction of the system, hence affecting the application of an innovation or invention (Marangunić & Granić, 2015).

The use of digital marketing strategies in a firm will depend on the value and usefulness of the tools. Theory proponents say that the perceived significance of the various systems is critical in adoption and can help digital marketing managers to adopt the best technology in their major operations (Taherdoost, 2018).

### **2.3 Digital Marketing Strategies and Firm Performance**

A company's use of digital channels such as Search Engine Optimization (SEO), email, mobile phone applications, banner advertisements, websites, blogs, and social media to enhance the customer experience and sell its goods and services in a form known known as "digital marketing." Tuten (2006) indicates that a growing number of people are accessing the internet, and many aspects of daily life, including communication, government services, education, and shopping have been digitalized. This digital migration provides organizations and marketers with access to a sizable pool of potential clients in a variety of places.

Digital marketing is a tactic used by businesses to promote their products and engage with consumers (Yasmin, Tasneem, & Fatema (2015). By generating leads for new business prospects and establishing a connection with customers, digital marketing contributes to the marketing mix for businesses both locally and globally. As a result, it opens up opportunities for businesses to communicate with one another and engage their target customers in a more effective and efficient manner (Ng'ang'a, 2015).

As a response to the difficulties brought by globalization, digital marketing emphasizes on key elements for businesses seeking performance and efficiency and views itself as a compelling alternative to conventional strategies (Desai, 2019). Digital marketing is the current trend that businesses worldwide are adopting in the modern business environment, particularly at this moment to boost marketing performance and success (Saura, 2021). The opinions and attitudes of customers have effectively changed in the modern-day courtesy of social media platforms like Google, Twitter, and Facebook; this has ultimately altered many businesses (Yasmin, Tasneem & Fatema, 2015).

Digital marketing is critical as it improves a firm's performance by increasing sales and attracting more potential customers through advertising (Järvinen & Karjaluoto, 2015). Implementing digital marketing strategies gives the organization a competitive edge and is favorably correlated with business performance (Taherdoost, 2018). This is important in managing firm operations (Purwanti, 2021).

Nuseir and Aljumah (2020) claim that digital marketing strategies have made it possible for businesses to interact with consumers practically and have a thorough understanding of their complaints, problems, and needs. This improved customer-company communication has enhanced customer satisfaction and brand loyalty. Digital marketing strategy is linked to good performance in businesses, according to various analysis and research conducted in several studies. According to Park and Park (2010), display advertising is a type of digital marketing approach that uses pop-up ads and banner that are displayed on web pages that potential buyers are visiting. These ads are comparatively less expensive than traditional advertisements and are simple to make (Moctezuma & Rajagopal, 2016).

Additionally, when people look for content relevant to them, businesses may enhance how well and how highly their websites perform in search engines like Yahoo and Google. To assess how relevant a website is to a user's needs, search engine optimization (SEO) is carried out using terms entered by search engine users (Park & Park, 2010). Businesses may promote and advertise using a digital marketing strategy that are easy, effective and efficient to use. In order to advertise their goods and services, businesses also post classified ads on websites that are dedicated to a certain industry (Chaffey & Ellis-Chadwick, 2012).

According to Kimani (2006), part of digital marketing includes placing adverts on social media platforms like Instagram, Twitter, and Facebook where customers may connect with the brand. This, in turn, improves the brand's performance over time (Chaffey & Patron, 2012). Using promotional content in social media postings and advertising on targeted clients' social media sites help various businesses succeed (Taherdoost, 2018).

A study by Bala and Verma (2018) noted that businesses may utilize email to deliver marketing messages to clients who have consented to get informational mail from organizations. Additionally, businesses can buy email addresses from organizations that have a database of email addresses gathered via registration, contests, and surveys. These consumers have consented to the use of their information for marketing purposes (Jalang'o, 2015). Since digital marketing is less expensive than traditional marketing, it enables businesses to upgrade their services and products because of the feedback they receive on their digital marketing channels. The primary purpose of digital marketing is to enhance their interaction with their current and potential customers and to expand the reach of businesses (Mathews & Healy, 2013). A broader market share and improved sales as a result of marketing efforts are two key indicators of the success of digital marketing. Additionally, customer loyalty, customer experience, customer satisfaction, and brand recognition are important indicators of a company's performance following successful digital marketing in a given location (Wang & Chang, 2013).

Digital marketing techniques rely on brand trust and brand recognition especially when clients are required to utilize online payment methods or provide their personal information. Higher brand trust and brand recognition is a vital indicator of an organization's marketing effectiveness (Wang & Chang, 2013).

Clients should also be able to identify a business's products and logos both online and off following consistent efforts by a company in digital marketing (Kimathú et al, 2019). Most consumers are more likely to believe other users' opinions than those of the advertiser when reading online comments and reviews about a product or service, hence, this is another significant source of brand perception (Gilaninia et al, 2011). As a result of being able to count the number of people that spend time on the website, make an online purchase, click on an advertisement, and visit a website or social media page, measuring the effectiveness of marketing for a firm that employs digital marketing is made easier (Eagelman, 2013).

#### **2.4 Empirical Studies and Knowledge Gap(s)**

Analysis indicate that inquires on concept of digital marketing strategies and success of firms has been done in various parts of the globe. In Pakistan Khan and Siddiqui (2011) explain that online marketing is a powerful strategy for promoting firms' ability to be exposed to others. This means that many clients can come to know about a firm through online activities. Their study sought to find out the effectiveness and perception of digital ways of marketing amongst Pakistani experts. Also, it is more cost-efficient to control and measure the money spent on digital marketing. Despite its well noted findings, this study was done in Pakistan region, and this means that it may not apply within the local environment.

In Japan, Mangold and Faulds (2009) acknowledges that social media like Facebook has made it possible for companies to gain new clients and get review. The study also noted that customers can connect with their firms through social ways and use of the internet.

The authors posit that managers use these tools to engage customers and boost customer experience. Nevertheless, for optimum outcome, marketing executives must understand online social marketing programs and campaigns. However, this study was done in Japan which is a bit different from local region.

In India, Malhotra (2017) tried to understand how social sites and different online network can promote success of banks in the region. The study used more than 46 banks and it was noted that many banks enjoyed stable success in late 2016 and early 2012 after the adoption of online operations. Digital platforms were effective in costs-cutting among the banks. Workers were reduced and services automated after the introduction of online models. The inquiry noted that firms must find ways of managing their digital operations and avoid any issues that can reduce their success in the long run. The firm level of value increased after the adoption of the new and unique digital platforms. The findings further indicate that using Facebook improves customer loyalty and customer service in those institutions. However, the inquiry did not incorporate the rest of the digital tools as well as techniques and it was done in India.

In the United States of America, Cox (2012) was on a mission to understand how social media affects the performance of firms within Indiana region. The study shows that firms can use social media to gain their power and success over others. The analysis adopted case study method. In this inquiry, data was based on a single firm in the region. Analysis confirmed that it is imperative that firms use social media in terms of Facebook handle to share their important operations with customers. The inquiry noted that it is cheaper, simple and better to manage social media platforms than marketing through other conditions. However, this study was done outside Kenya.



In South Africa, Wisdom (2015) analysis was done with the aim of knowing why some firms succeed through adoption of online systems. Although the inquiry was based on descriptive models, it indicated that mobile models promote success of firms. Data in the model supported the view that online models are cost cutting platforms. It is important that firms gain new approaches and support different ways of ensuring their mobile applications. The analysis also confirmed that online models are effective when engaging customers from different parts of the world. There are many online platforms, and this depends on the hosting power of the firm. Companies with different models of meeting their client's value can share their experiences with the rest of the world using online systems. Despite this positive review, the study was done in South Africa.

In Ethiopia, Mesfin (2019) was keen on reviewing why some social media are promoting firms' success and used various banks in Ethiopia. The review noted that banks with stable and active social media conditions and platforms were able to share their programs with customers. Informed customers find it easy to follow firm operations and this is one of the best ways to attract new clients. Many of the firms in the region use social media to communicate to their clients as well as to share their important products. Repeat customers are possible through digital management and delivery of high-quality systems. The study concluded that firms need to use different models in supporting their client's value. However, this analysis is not conclusive since it only supported the information gained from published sources related to various firms in Ethiopia. This means that it may not apply well within the Kenyan context.

In another study done in Kenya, Makori (2006) tried to indicate how digital platforms are important to banks. The study was based on Equity bank and data was gained from digital managers in the firm. Since the study was based on one bank, the authors noted that the firm used digital platforms to promote its services exchange and success. The study also found that when firms use digital platforms, they engage in cost cutting in their costs. However, the study was done more than five years ago, and this means that its implications cannot be relevant to date. There is need for another inquiry to develop new digital programs since this study focuses on non - food industry firm, thus leaving a conceptual gap.

In his analysis, Kithinji (2016) also reviewed how marketing plans using modern tools can promote success of SMEs in Nairobi region. The analysis was based on descriptive framework and the author collected data from more than 90 firms in the region. The inquiry noted that adoption of effective marketing plans should involve the use modern tools. The analysis also confirmed that social media and websites are effective in managing small firms' operations. It was concluded that firms in the industry needs to use various models in marketing their services. With many people having the ability to access social media, firms should use such models to market their products. However, this study was based on SMEs operations and its results and analysis may not apply well within the beverage industry, especially based on one firm. The inquiry also focused mostly on internet-based ways of marketing and ignored other platforms. Finally, Odongo (2006) tried to review how social media platforms influence the success of firms in Kenya. The study used electronic sector as a sample. Analysis considered more than 40 firms and it was noted that social media promote success of the firm.

However, this inquiry was based in late 2006 and things are currently different. This means that it will be good and effective for a new inquiry to be adopted on the angle of this topic. Although the study supported use of channels such as YouTube and Twitter as well as areas such as Facebook in promoting firm plans, it failed to indicate the dangers associated with negative review on these platforms. Additionally, this study was based on electronic firms and not beverage sector firm.

From this reviews, one can argue that many studies done on the concept of the study focus on areas which are not related to beverage industry. This leaves a conceptual gap. In addition, some of the studies done are based on literature within UK, China and USA and this leaves a contextual gap within the African settings. None of the studies review also focus on case study model and this depict a gap in terms of methodology, and this is something that require new studies to meet the gap in research.

The main challenges faced were lack of corporate control on social media pages and lack of clear success measurement parameters. The study recommended the creation of a clear social media strategy and the targeting of specific customers to increase social media usage success. However, this study was done more than five years ago.

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This is where the study methods are discussed. The analysis is based on the procedures that were used in the inquiry. This is important in analyzing the study concepts. Study plans are effective when understanding the constructs of the inquiry.

### **3.2 Research Design**

Research design provides the framework used by the researcher to get data, measure the findings, and analyze the data obtained from the respondents (Creswell & Plano, 2011). From the analysis of Kothari (2004) writing, it is the model of research that provides the framework under which the study is conducted. Analysis of literature by Denscombe (206) also confirms that inquiries must be based on well-set out model.

Accordingly, this study focused on a single firm, and this helped to retain the meaningful and holistic features of the real-life experiences of the study topic. Using case study design, it was possible to get in depth data and understand the concepts of the inquiry. It was easier to get various aspects of the firm operations from a single point.

### **3.3 Data Collection**

Field data was gained on the use of interview. The interview was done with respondents from marketing department in the firm. This is because most of the managers within this department understand the concept of marketing and how it is achieved using digital settings. The researcher interviewed six managers in the marketing department.

Interviews were used in getting relevant information towards the study. This helped to get important insights on the inquiry topic. Face to Face Interview allowed the researcher to understand the verbal review among the respondents. This was effective and helped acquire reliable data since the researcher was able to observe the respondents.

### **3.5 Data Analysis**

This study used qualitative models, especially the incorporation of content analysis. The data collected was analyzed using content analysis method, based on various themes underlying the topic of study. Responses with common themes or patterns were grouped together into coherent categories.

According to Saunders et al. (2015), qualitative research methods involve examination of inquiry values with the aim of getting broader view. The model provided new values and insights that provided good background on the topic. The method made it easier to analyze the data based on different thematic categories.

## **CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION**

### **4.1. Introduction**

This section presented the findings and based on insights from the respondents with a view of meeting the objectives and the aims of the research. The analysis of the findings is also conducted and presented before discussions and in comparison, with the findings in the existing literatures from previous studies. Prior to presentations of the findings, the respondent details and demographics were captured and analyzed since they affected the quality of responses given.

### **4.2. Background Information and Demographic Characteristics**

The researcher interviewed 6 managers from NESTLÉ Kenya Limited after obtaining their consent and explaining to them the objectives of the study. Only the willing managers were interviewed using the interview guide attached in Appendix I. The researcher sought to establish the respondents' demographics such as age, sex, highest level of education attained, management level and job experience. It was important to underscore the demographics of the respondents since individual differences such as sex and job experience affect the quality of responses given.

#### ***4.2.1. Age of respondents***

The age of the respondents was captured to underscore the composition of the company's management teams. It was established that out of the 6 respondents, 1 was aged above 45, 1 we aged between 36 and 44 and the rest were younger than 36 years of age.

This shows that more than half of the management team in the company were aged below 45 years. This shows that the company hired younger managers, or only slight experience was required for one to be a manager in the company since experience accumulates with the age.

Age	Frequency	Percentage (%)	Cumulative Frequency
46 and above	1	16.67	16.67
36 - 44	1	16.67	33.34
Less than 36	4	66.66	100.0
<b>Total</b>	<b>6</b>	<b>100.0</b>	

Source: Primary data 2022

#### *4.2.2. Sex of respondents*

Out of the 6 respondents, 1 was male and 5 were female, representing about 16.67% and 83.33% respectively. This finding showed that the management team of the company is female dominated, through it meets the Kenyan requirement of at least a third of either gender for job positions. Nonetheless, the finding herein might be biased because it may not reflect the actual position of all the employees, especially the females; this is because the study is of a social kind where opinions are gathered rather than quantitative aspects.

#### *4.2.3. Highest Level of Education*

The researcher requested to get the highest level of education attained by the respondents because the knowledge would help the researcher to find out the quality of responses obtained- this was done offline as the respondents considered such information private.

It was established that 100% of the respondents had attained at least a degree, as per NESTLÉ employment requirements.

None of the respondents had attained a higher diploma, 6 had a Bachelors' degree while 2 had attained a Masters' degree. None had attained a PhD.

**Highest level of Frequency Percentage (%)**

**Education**

Higher Diploma	0	0
Bachelors'	6	100.0
Masters'	2	33.33
PhD	0	0
<b>Total</b>	<b>6</b>	<b>100.0</b>

Source: Primary data 2022

From the findings, it is evident that all the managers had attained at least a bachelor's degree while a third had at least a master's degree. It indicates that higher levels of education are critical in management of such companies as NESTLÉ Kenya Limited.

#### ***4.2.4. Management Level/Position***

The researcher sought to establish the level of management each respondent represented. Therefore, they were asked to state their job positions and level of management and the findings indicated that out of the 6 respondents, 1 was a head of department, 2 were from mid senior management positions and 3 were from graduate management positions. Therefore, the sample was proportionately representative of the management of the company.



#### ***4.2.5. Job Experience of respondents***

The levels of experience were sought from the respondents in terms of the number of years that the respondent had worked in the position in the company or related companies. The findings indicate that only 1 respondent had experience of 10 years or more. 2 respondents had between 5- and 9-years' experience while 3 had less than 5 years' experience. The findings imply that some level of experience is necessary for individuals to work as managers in organizations; from the findings, more than 50% of the managers had at least 5 years' experience.

#### **4.3. Digital Marketing Strategies adopted by NESTLÉ Kenya**

The respondents were asked to name some of the digital marketing strategies that their company had adopted. Some of the digital marketing strategies mentioned include the use of online social media channels, Search Engine Optimization marketing, Website marketing, e-mail marketing and affiliate marketing. The company adopted the use of various social media sites in their marketing operations.

Moreover, the respondents noted that the use of SEO marketing was not highly utilized. Some of the respondents also noted that they find it challenging to use WhatsApp and Tik-Tok due to data privacy issues. This confirms the view that the company value privacy and safety of their employees, suppliers, distributors, and consumers.

#### ***4.3.1. Online Social Channels***

All the respondents mentioned that the company made use of almost all online social channels for marketing.

*"We do advertisements mainly on Facebook and Instagram and even as short adverts on free applications from Google play store and Apple store"* However, all the respondents also noted - *We do advertisements mainly on Facebook and Instagram* " *Our company's Facebook and Instagram account has a very large number of followers* "

Online social marketing strategies are important in that they provide a platform through which organizations reach a larger audience since almost all customers are currently on social media. The company respondents noted that some of their product reviews are based on online marketing activities. Since, the company is under food industry, majority of the customers are keen on their health and safety and take precautions on what is posted on the company social media platforms.

#### ***4.3.2. Search Engine Optimization Marketing***

The respondents also noted that Search Engine Optimization marketing is one of their major online marketing strategic plans. *"The company can get a team of young talented team of online marketers whose duty is to improve the company's search engine optimization such that any search on NESTLÉ would drive you to the company's valuable online information"* *"A simple google search on the word 'NESTLÉ' should direct you to the information that offers an opportunity to move into our website"*

Additionally, the respondents noted that the company has not had several technocrats who were employed specifically to manage and guide online marketing processes. The respondents also noted that SEO marketing has not been utilized as one of their major online marketing strategies.

#### ***4.3.3. Website Marketing***

The company has a stable global website, [www.NESTLE.com](http://www.NESTLE.com) in which advertisements are posted regularly. Additionally, short video advertisements are used by the company on other websites, especially in free Google Play Store Applications.

*“Our company has made good use of short video advertising on major play store applications because video advertisements have an everlasting impact on consumers”*

The respondents noted that most of the company advertisements are made through the company website which has modern and interactive pages with exceptional user experience.

#### ***4.3.4. Email Marketing***

Email marketing is an effective digital marketing channel which presents information directly to the consumers.

*“Our company rarely sends promotional messages to large number of people through email periodically, especially consumers whom we have interacted in one way or another through email”*. Another respondent said,

*“All our followers get periodic promotional messages through our social handles, specifically presenting our new products, product offers and product modifications”*

#### ***4.3.5. Affiliate Marketing***

Affiliate marketing is the process of using affiliates to market a company's products online and thus make commissions for the process.

*"Our company uses several third-party marketers to generate leads and traffic to our products and each time sales are made through such leaders and channels, the third-party gets a margin through sales. One of them include Jumia and supermarket applications like Carrefour and Quickmart"*

#### **4.4. Performance Measures and Digital Marketing in NESTLÉ Kenya Limited**

This study sought to establish the relationship between the digital marketing strategies used by NESTLÉ Kenya Limited and performance of the company. Therefore, it was critical to underscore the performance measures as used by the company from the point of view of the respondents. Therefore, when asked about performance measures, the respondents outlined sales volume, customer satisfaction, employee morale, profitability, enhanced brands image and service efficiency as the main performance measures in the company.

##### ***4.4.1. Sales Volume***

An increase in sales volume in any company would suggest good performance since sales translate to profits and imply efficiency in processes. A decline in sales volume therefore imply poor performance and loss of market share. The respondents agreed that sales volume is a measure of performance and noted that digital marketing helped the company to improve its sales.

*“Since we started using affiliate marketing strategy, our sales have been increasing gradually.... this is because the third-party marketers work hard to get new customers to earn margins”*

*“In terms of market share, there is a lot of room for improvement because our competitors are doing better than us”*

Another respondent said

*“We have not been able to gauge sales performance, because our main measure is consumer reach and level of engagement”*

#### **4.4.2. Customer Satisfaction**

Customer satisfaction is another measure of performance in that a good performing company will have a highly satisfied customers, which will increase customer loyalty. From the responses obtained, it was difficult to link customer loyalty with digital marketing as most respondents would not state whether the digital marketing practices enhanced customer loyalty.

*“Am not sure whether the digital marketing strategies make our customers to keep buying our products, I think there could be other reasons why customers liked our products”.*

However, another respondent said that customers were satisfied because they could get adequate information on the company products with ease on the digital platforms.

*“Our customers got all the information they needed about our products in the advertisements thus were somehow satisfied”*

#### ***4.4.3. Employee Morale***

The respondents were asked to ascertain whether the employee morale at the company was boosted by digital marketing strategies. Most of the respondents agreed that the morale of the employee was boosted by the digital marketing in that the strategies led to increased sales and profitability which gave the employees morale that they were doing some good work

*“When sales are high, everybody in the company feels good and everybody strives to increase the sales further, thus people get motivated to work for the better”*

#### ***4.4.4. Firm Profitability***

Regarding profitability, the employees were asked to state whether the digital marketing strategies employed by the company led to increased profitability. With the increased sales, most respondents agreed that since the marketing strategies led to increased sales, they consequently led to an increase in profitability.

*“Since we started using the digital marketing strategies, especially email marketing and social media short-video marketing, our sales have increased tremendously, thru profits have also increased”.*

Therefore, it was evident that the digital marketing strategies adopted by NESTLÉ Company increased company’s profitability to a large extent. One respondent said”

*“Digital marketing has become more critical among our marketing strategies because it has more impact than the mainstream marketing strategies such as TV and radio”.*

#### **4.4.5. Brand Image**

When asked whether the digital marketing strategies led to enhanced brand image, most respondents agreed that such strategies improved brand image.

*“The advertisements on digital platforms reached a larger number of customers compared to other platforms and our company used such platforms to present our products in a manner that made our customers love and appreciate our products”.*

In digital marketing, products are presented using images and audio-visual technologies that give the products lasting images. Digital marketing strategies offered the company opportunity to provide interactive platforms, especially, on the company websites that offered lasting memories on the customers thus promoting brand image of the products.

#### **4.4.6. Service Efficiency**

The respondents were asked to state whether digital marketing strategies enhances service efficiency. Most respondents could not directly link digital marketing strategies to service efficiency. However, a few shared insights to the effect that digital marketing enhanced marketing efficiency.

*“We have discovered that digital marketing is more efficient than the mainstream marketing strategies..... Digital marketing is cheaper, and the information reaches a wider audience compared to mainstream marketing”.*

Digital marketing therefore lowered the marketing expenses and enhanced efficiency in promoting the company's products and services.

#### **4.5. Discussion of Findings**

This study aimed at establishing the impact of digital marketing strategies employed by NESTLÉ Kenya Limited on the company's performance, which has thus been measured in terms of sales volume, service efficiency, enhanced customer satisfaction and loyalty, increased profitability, and improved brand image.

The findings here have been established to be in tandem with Mangold and Faulds (2009) who acknowledged that social media platforms such as Facebook have made it possible for companies to open new marketing avenues and communicate with millions of customers ultimately boosting sales volume.

Just as the study established minimal link between digital marketing and service efficiency, Malhotra (2017) also established that financial success of banking organizations had minimal correlation between the financial success of financial firms and Facebook use. Nonetheless, the research established that the use of Facebook enhanced consumer satisfaction and loyalty in the banking business; this study also established a link between digital marketing and brand image as well as customer satisfaction. Cox (2012) also noted, in line with the current study, that online platforms promoted success of companies and that social media platforms helped companies to gain new insights and evaluation of other viewpoints by customers thus promoting customer loyalty.



Additionally, Mesfin (2019) found out that the use of social media improved commercial banks' competitive advantage, real-time communication, and client retention. It therefore agrees with this study's findings that digital marketing strategies enhance customer loyalty.

The findings of this study also concur with Makori (2006) findings that established that YouTube and Facebook sped up decision-making and turnaround times and allowed firms to expand their services customers. Additionally, websites and social media allowed SMEs to enter new markets and increased consumer loyalty. Therefore, these studies agree with the current study on the expansion of company's customer base thus enhanced sales and profitability.

On the other hand, Odongo (2006) in his study found out that companies that utilized YouTube, Twitter, and Facebook to maintain customer relationships, sell items and promote their brands had enhanced customer loyalty; this is in tandem with this study which established that customer loyalty is established by engaging customers online and by exposing customers to product values online (Kotane et al., 2021).

The study also supported the view of Matta, Gupta, and Agarwal (2020) who noted that digital ways of managing operations is cheaper. It is important that firms find ways of managing their operations. With effective tools, firms can experience stable growth and value in their operations.

The analysis is also in line with research from the inquiry used Prabowo et al. (2019) who conducted its research in Asian region and noted that digital platforms is number one factor that has led to the success of many firms in the region.

The study encouraged managers to use modern tools in all their major operations. With nontraditional ways of handling operations, firms can achieve their goals within a short time (Carvalhosa et al., 2017).

Importantly, the inquiry also indicated that firm should promote social management of their clients through consideration of privacy issues. This is in line with Mantrala, and Kanuri (2018) who argued that privacy is important in online work systems. Customers only value companies that maintain and improve their data privacy.

## **CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **5.1. Introduction**

This chapter of the dissertation presents a synopsis of the study as well as the findings therein. It also presents the implications of these findings on practice as well as on academy. This chapter also presents the practical significance of the study's findings and points out the challenges of the study. Finally, the chapter illustrates the important value for policy as well as other alternatives for future research while taking into consideration, the problems witnessed.

### **5.2. Summary of the Findings**

This inquiry noted that NESTLÉ Kenya Limited had put in place digital ways of marketing that include the use of online social media channels and affiliate marketing. However, there was no SEO, website marketing and e-mail marketing. The study has also established that the company has a universal website [www.nestle.com](http://www.nestle.com) in which advertisements are posted regularly. Additionally, short video advertisements are used by the company on other websites, especially in free Google Play Store Applications. The establishment herein shows that promotional messages sent periodically through third party partners lead to enquiries and eventual purchases which increase the sales volume of the NESTLÉ products. Digital marketing has been found to increase customer satisfaction because they could get adequate information on the company products with ease on the digital platforms.

The review noted that digital settings promote the presentation of products using images and audio-visual technologies that give the products lasting images thus promoting brand image. In addition, digital marketing strategies offered the company opportunity to provide interactive platforms, especially, on the company website that offered lasting memories on the customers thus promoting brand image of the products. Finally, digital marketing has been found to lower the marketing expenses therefore enhancing efficiency in promoting the company's products and services.

### **5.3. Conclusion**

The findings of this study lead to a conclusion that digital marketing strategies are important in promoting firm performance. Essentially, the study noted that employee performance is motivated by increased sales volume which translates into firm's performance. This study has provided critical information on the role of digital marketing on organization performance. A lot of literature is available on digital marketing strategies and this study has enhanced the information base. Additionally, this study is critical for managers of both small and large companies because it offers first-hand information on the effects of digital marketing both on the consumers and on the employees.

The study concluded that digital marketing especially social media platforms promote firm's value and success. It is imperative that firms use social media in their major marketing systems. Social media systems serve many clients and assist generate new leads.

The study also concluded that hotel and beverage industry sector are delicate and they require regular marketing using online platforms. This is because consumer taste changes within a short period of time and innovation should be employed in all firm's operations. With effective creativity and innovations, firms can meet their consumer demand values. This should be done through careful review of customer feedback online.

#### **5.4. Limitations of the study**

This study took a case study, and the case was NESTLÉ Kenya limited and face to face interviews were conducted on the respondents. It should be noted however that case studies provide room for deep and intensive investigation and exploration of the subject.

However, case studies lack scientific rigor and thus lack basis for generalization, thus difficult to replicate hence cannot be substantiated. Also, case studies may also be affected by Hawthorne effect in which people respond to research questions in a different manner or change their behavior after knowing that they are being observed. Likewise, qualitative case studies are prone to biases in collection or interpretation of data. Additionally, future studies should strive to determine the impact of each dimension of digital marketing independently on company performance in different firms and different industries. This is because such limiting factors may have tangible effects on each of the performance measures mentioned.

### **5.5. Recommendations**

This research took a case study approach in which NESTLÉ Kenya Limited was considered. Since case studies are prone to biases, further studies should consider more than one company to enhance the suitability of the findings for generalization. Likewise, the study considered only 6 respondents which may be a small number for conclusive establishments. Therefore, future studies should strive to expand the respondent scope to enhance the evidence established thus conclusive findings. The inquiry also noted that the firm use online platforms to increase their success.

Therefore, it can be concluded that firms should strive to have in place modern digital marketing strategies, especially online ways, and settings. This may include the use social media models. With proper management of such platforms, companies can build brand image as well as customer loyalty which would lead to increased sales and market share.

This implies that proactive firms should allocate digital marketing budgets to promote effective strategies such as affiliate marketing. The leaderships of companies should therefore build strong marketing teams that should mainly focus on digital marketing because it does not only improve company performance, but also improve customer loyalty and employee motivation.

## **5.6. Implication of the Study**

The study established that digital marketing could help gain customer trust and improve several aspects in customer engagement. As such, it is important that firms in the food industry use digital marketing tools and platforms to engage and connect with their customers and stake holders at large. Firms need to support various ways of improving their success, especially using digital tools.

Moreover, practitioners in both public and private sector should consider adopting digital systems in their firm's operations. With digital systems, the firms can manage their operations at low costs but be able reach global customer base. This is effective for long term development and sustainability of the firms.

This study confirmed that digital marketing is important in promoting success of firms. As such, policy makers should adopt effective digital marketing programs that will expand the digital marketing space in the country. This may include issues associated with customers' privacy, value, and safety in the online space.

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## APPENDICES

### Appendix I: Interview Guide

The inquiry is on digital marketing strategies and the success of NESTLÉ Kenya Limited.

1. What is your current position at NESTLÉ Kenya Limited?
2. Which department do you head at NESTLÉ Kenya Limited?
3. How many years have you worked at NESTLÉ Kenya Limited?
4. What are some of the digital marketing strategies adopted by NESTLÉ Kenya Limited?
5. To what extent has NESTLÉ Kenya Limited implemented the following digital marketing strategies to promote its performance?
  - i. Use of social channels online
  - ii. SEO marketing
  - iii. Website marketing
  - iv. Affiliate marketing
6. What are the performance measures that NESTLÉ Kenya Limited has implemented to achieve its set plans?
7. To what extent has the NESTLÉ Kenya Limited implemented the below performance measures to promote its success?
  - i. Sales volume
  - ii. Market Share
  - ii. Customer Satisfaction

- iii. Employee Morale
- iv. Profitability
- v. Brand Image
- vi. Service efficiency

8. What are some the digital marketing strategies you can suggest that NESTLÉ Kenya Limited can adopt to promote its performance?

**Appendix II: Letter of Introduction**



**UNIVERSITY OF NAIROBI**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**  
**OFFICE OF THE DEAN**

Telegrams: "Varsity",  
Telephone: 020 491 0000  
VOIP: 9007/9008  
Mobile: 254-724-200311

P.O. Box 30197-00100, G.P.O.  
Nairobi, Kenya  
Email: [feb-graduatestudents@uonbi.ac.ke](mailto:feb-graduatestudents@uonbi.ac.ke)  
Website: [business.uonbi.ac.ke](http://business.uonbi.ac.ke)

Our Ref: D61/19444/2019

November 1, 2022

**TO WHOM IT MAY CONCERN**

**RE: INTRODUCTION LETTER: JOSEPH NJOROGE GICHUHI**

The above named is a registered Master of Business Administration Student at the Faculty of Business and Management Sciences, University of Nairobi. He is conducting research on: "Digital Marketing Strategies and Performance of Nestlé Kenya Limited."

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the Project.

The information and data required is needed for academic purposes only and will be treated in **Strict Confidence**.

Your co-operation will be highly appreciated.

**PHILIP MUKOLA (MR.)**  
**FOR: ASSOCIATE DEAN, GBS & R**  
**FACULTY OF BUSINESS AND MANAGEMENT SCIENCES**

*PM/5/22*

### **Appendix III: Some of the Food Processing Companies in Kenya**

1. Del Monte Kenya
2. Premier Food Industries Ltd
3. Manji Food Industries Ltd
4. Proctor & Allan (EA) Ltd
5. Peafoods Processing Company
6. Genjoy Food Products Ltd
7. Alpha Fine Foods
8. Kenafric Industries Ltd
9. Kevian Kenya Limited
10. Norda Industries Limited
11. Farmer's Choice Limited
12. MHOGO FOODS LIMITED
13. PROMOFood (K) LTD
14. Böna Factory
15. OZ FOODS & BEVERAGES LTD
16. Valerie Foods Agency
17. Indomie Kenya (Salim Wazaran Kenya Co. Ltd)
18. Ultra-Foods Company

19. C & R Food Industries Ltd.

20. Njoro Canning Factory (K) Ltd

21. NESTLÉ Kenya Ltd

22. Trufoods Ltd

23. Weetabix East Africa Ltd

24. ILCOS Food processing company

25. Gee Tee Industries

Limited Source: Yellow Pages

Kenya (2022)

<https://yellow.co.ke/categories/food-manufacturing>

**THANK YOU SO MUCH**