DIGITAL MARKETING STRATEGIES AND PERFORMANCE OF FASHION INDUSTRY IN NAIROBI CITY COUNTY, KENYA

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D53/OL/CTY/26142/2015

A RESEARCH PROJECT SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT OF THE REQUIREMENT FOR THE AWARD OF DEGREE IN MASTER OF BUSINESS ADMINISTRATION (MARKETING)

KENYATTA UNIVERSITY

NOVEMBER, 2018

DECLARATION

I declare that this research project is my original work and has not been submitted to any other university or institution of higher learning for examination purposes.

Signed :……………………………… Date:…………………………………

JANEROSE NKIROTE GATOBU

D53/OL/CTY/26142/2015

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

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DEDICATION

I dedicate this work to my loving parents who have taught me that knowledge is at its best version when it is learnt for one's own sake and also that as one goes through the journey of gaining more knowledge you need many people to support you no matter who they are so humility and respect are part of the education journey. And to the memory of my late grandparents, Silas and Julia Rintaugu, who passed on a love of reading and respect for education.

ACKNOWLEDGMENT

I would like to thank the Almighty God for giving me the opportunity and strength to pursue my education. It is through His abundant Grace that has brought this research work this far. This work would have not been possible without my supervisor Dr. Reuben Njuguna who has been the ideal thesis supervisor. His sage advice, insightful criticisms, and patient encouragement aided the writing of this project paper in innumerable ways

I would like to thank my family, for their good-natured forbearance with the process, support, encouragement, wonderful ideas throughout this process and for their pride in this accomplishment. Special thanks to my many friends and acquaintances who cheered me on from the beginning and gave me invaluable advice and companion on how to tackle the life challenges, they have always been a source of inspiration from whom I get my intelligence. It was a team effort.

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ABBREVIATIONS AND ACRONYMS

CFVC	Clothing to fashion value chain
CTM	Cut, Trim and Make
EPZ	Export Processing Zone
F2F	Fibre to Fashion
FPSP	Full package service providers
GDP	Gross Domestic Product
ICT	Information Communication Technology
ODM	Original Design Manufacturing
SME	Small and Medium Enterprises
SPSS	Statistical package for Social Sciences
T&C	Textile and Clothing

OPERATIONAL DEFINITION OF TERMS

Digital marketing	Marketing strategies that employs the internet platform
Email marketing	the process of reaching out to existing and potential customers via the email orders and advertising
M-commerce	Process of convincing, reminding and interacting with existing and new customers for a firm through the mobile phone
Social media marketing	Process of interacting with customers and getting new ones through social media platforms. It also displays firm's products and services
Website marketing	Accessing and interacting with clients via a website aimed at providing a platform for queries, new clients and products
Fashion Industry	A globalized sector that works to meet the demand for apparel and dictates the trends for what should be worn.

ABSTRACT

The fashion industry faces a number of challenges which include lack of policy coherence and institutional alignment, low level of value addition and a disconnect between the apparel sector and the rest of the value chain segments, supply side constraints with regards to quality and price of fabrics, with focus on afro-centric cloth and garments, weak business environment, high cost of production and built-in systemic inefficiencies, lack of market readiness, high cost and difficulties to access credit and finance, predominance of SMEs operating in the informal. This has led to poor performance of the firms. This study therefore sought to establish how digital marketing strategies can improve the performance of the fashion industry in Kenya. The objectives of this study were to determine the influence of mobile telephony marketing strategy, website marketing, social media marketing and email marketing strategies on the performance of the fashion industry in Kenya. The study was anchored on Innovation diffusion theory, Porter's theory and the Technology Acceptance Model. The study used descriptive research design. The target population of this study comprised the proprietors of the women-owned SMEs in Nairobi City County who total to 241. Stratified random sampling was used to select the sample size of 73. Primary data was collected using a semi structured questionnaire administered to staff by the researcher and research assistants themselves given the setting and education level of the respondents. Data collected was analysed through descriptive and inferential statistics by the use of SPSS Version 23.0. The finding established that the study had a coefficient of correlation R of 0.928 an indication of strong positive correlation between the variables and coefficient of adjusted determination. The study concludes that m-commerce had a positive significant influence on performance of fashion industries in Nairobi. This show that the both variables moves consequently hence an increase on sales on m-commerce influences financial performance. The study states a good investment on proper database of the company influences better performance of the company. Website marketing positively influenced performance of fashion industries. This implies that both variables move in tandem. Social media significantly influenced performance of fashion industries. This show that an increase in social media marketing lead to an increase in performance of fashion industries. Therefore, social media accounts have improved of clients with staffs influencing a positive influence on performance. Email marketing significantly influenced performance of the fashion industries. The study established that an increase in email marketing influenced an increase in performance. The study recommends that fashion industries ought to have an effective database of the entire phone contacts of their clients, fashion industries ought to get in touch with clients through phone contacts and mobile communication between firm employees and clients ought to be always effective and reliable. Fashion industries firm accounts ought to be always updated; fashion industries ought to account in all the common social media platforms and firm products ought to be advertised on the social media walls platforms. Fashion industries ought to interact with clients on the social media platforms and orders ought to be placed by clients through chats and posts. The study findings are expected to assist the fashion industry players to employ digital marketing strategies to improve their performance in the ever competitive and globalized sector.

CHAPTER ONE

INTRODUCTION

1.1 Background of study

The fashion industry continues to play a major role in the socio-economic development of many countries across the world. The industry contributes to the global economy through value addition to high-end fashion designs (OTEXA, 2001). The textile and clothing sector is considered as a main focus for investment and one that is principal to the development and growth of a country. According to Elung'ata (2003), developed economies, have been able to sustain high-end fashion clothing because of the availability of raw materials, abundant skilled and experienced labour, high quality products, effective marketing strategies, consumer consciousness, and continuous technological and managerial innovations such as just-in-time production and purchasing, total quality management, process re-engineering, and capital-intensive production.

In contrast, these developments have not been implemented by developing countries partly because of lack of the necessary state-of–the-art design and management experience, investments levels being low and fashion industry training. Nevertheless, since the apparel industry is known to be a buyer-driven value chain, developed countries can capitalize on its rich fashion with potential for high value by focusing primarily on traditional designs, available cheap labour, branding, and marketing strategies that target consumer choices and satisfaction both locally and abroad (Rabine, 2002; Allman, 2004; De Coster, 2008).

Clothing and textiles contribute to 7% of total world exports. About one third of the world's consumers are in Western Europe, another third in North America and one quarter in Asia (Allwood et al., 2006). Nowadays, manufacturing often takes place in developing countries that account for half of the world textile exports and almost three quarters of the world clothing exports. The sector is dominated by China where more than one quarter of the world's production of clothing and textiles is located. Among industrialized countries, Germany and Italy are still important exporters of clothing while the United States plays a significant role in textile exports. The United States also remain the largest cotton exporter (Allwood et al., 2006).

In African countries, the apparel sector has been declining both in an absolute and a relative sense. The apparel share of manufacturing declined an average of 5.3% per year in African countries over the period from 1981 to 2000. While several explanations have been offered for the overall poor performance of African countries, including poor government policies, poor institutions, high transactions costs, poor infrastructure, uncertainty and poor social capital (Collier & Gunning, 1999; Easterly & Levine, 1997; Fafchamps, 2004), it is not immediately apparent that these reasons explain why apparel production has been declining in a relative sense within these countries.

Kenya is one of the largest importers of second-hand clothing (referred to as 'mitumba' meaning 'onslaught') in Sub Saharan Africa (SSA). The trade started in the late 1970s/early 80's, when it was brought in duty free by charities during the wars in Zaire, Rwanda, Somalia and Burundi etc. At this time, refugees from these countries flocked into Kenya and along with them came charitable aid in the form of tents, food, medicine and clothing. As more clothing came in through charities and churches it was also given freely to the urban and rural Kenyan poor who could not afford to purchase new garments. But, by the mid-1980's, following high demand for cheap second-hand clothing, donors revised their distribution policy and started to charge for clothing items. It was at this point that it became commercialized and accessible to the whole population, 1990 was by far the most critical year. Trade was liberalized and the consequent relaxation of exchange regulations meant that second-hand clothing came flooding in. This provided an important impetus for the rapid growth in the scale and complexity of the trade.

In the continent of Africa, SMEs make up about 90% of all the business entities and are responsible for creating approximately 50% of all the employment in Africa; they make substantial contributions to the Gross Domestic Production (GDP) of their countries and are key drivers of most economies (Lee, 2009). SMEs are mostly small enterprises with a proprietor and several employees, they are regulated by the ministry of trade and they are valued between 100 to 5000 dollars. SMEs are the backbones of many economies worldwide; however, they face numerous challenges such as insufficient start-up capital, competition from established firms and the influx of cheap goods from countries such as China (Minama, 2016). It is important for them to adopt innovative marketing techniques that would enable them to surmount these challenges and be on a nearly level playing field with their more established counterparts (Lee, 2009).

Digital marketing is one of the innovative marketing techniques that if embraced by SMEs especially in the fashion industry in Nairobi City dealing with second hand clothes, would improve the market penetration of the products to foster the performance of the firms. This study therefore seeks to establish the influence of digital marketing strategies which include mobile marketing/m-commerce, website marketing, social media marketing and email marketing on the performance of women owned SMEs in Nairobi City County.

1.1.1 Digital marketing strategies

According to Rowley (2011), digital marketing refers to the usage of digital channels such as the internet to promote, endorse and market a company's products or services. Lee and Kim (2009) report that that there are various digital marketing strategies that exist, these include: social media channels such as Facebook and Twitter, Search Engine Optimization (SEO), email marketing, blogs and websites and marketing products and services through online personalities and social media influencers; companies can also use other digital marketing strategies such as video advertisements, sponsoring content on more popular websites and carrying out on-line sales such as flash sales. Businesses can utilize these advertisement channels to promote their products digitally to a wider audience and increase their competitive edge; digital marketing strategies also allow businesses to target specific customers with specific marketing strategies depending on their age, social status, preferences and financial capabilities (Ng'ang'a, 2015).

When using digital marketing strategies, companies are also able to save on their marketing costs since digital marketing is significantly cheaper than traditional marketing channels such as billboards, TV advertisements and Newspaper Advertisements; this makes it significant and instrumental to SMEs since most of them are cash strapped and therefore cannot afford traditional marketing (Lee & Kim, 2009). Nonetheless, while digital marketing strategies are cheaper and have a wider reach, companies face new challenges of creating online content and managing these sites and online interactions with their clients; this requires them to gain new skills and competences so to take full advantage of digital marketing (Kithinji, 2014).

In Kenya, SMEs have a high failure rate with about 90% of them not surviving their fifth birthdays as a result of lack of capital, poor business management skills, and lack of marketing and poor products or services (OECD, 2012). Nonetheless a good number of Kenyan SMEs have adopted digital marketing strategies especially social media marketing, SEO optimization, sponsored content and website advertising (Nga'nga', 2015). This is a result of the high mobile phone penetration and internet uptake in Kenya leading to a huge number of Kenyans having an online presence and making a lot of online purchases as exemplified by the success of online markets such as Jumia, Olx and Kilimall (Mbugua, 2016).

According to Porter (1980), a firm can attain a higher level of performance over it competitors either by supplying an identical product or service at a lower cost or by supplying products or services that are differentiated in such a way that the customer is willing to pay a price premium that exceeds the additional cost of the differentiation. While in the first case the firm possess a cost advantage, in the latter the firm possess a differentiation advantage. In cost advantage, a firm sets out to be the dominant cost player. A firm should be in a position to accomplish activities such as procurement of materials, processing of the materials into products, marketing the products, and distribution the products and other business activities in a more cost-effective manner than that of its competitors to achieve a cost advantage.

On the other hand, the product's uniqueness and low cost gives the firm a competitive advantage over its competitors and thus increases the product market share. Therefore, to effectively implement these generic strategies requires total firm commitment and support. If a firm adopts both at once the result is an inferior performance or ends up being in between. Digital marketing is, therefore, one of the key strategies in gaining a competitive advantage in every growing fashion industry in Kenya.

1.1.2 Performance

Every organization exists to achieve a particular goal. Performance is the final achievement of an organization and contains a few things, such as the existence of certain targets, has a period of time in achieving these targets and the realization of efficiency and effectiveness (Gibson *et al.,* 2010). Thus, performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 2003). Performance provides the basis for an organization to assess how well it is progressing towards predetermined objectives, identify areas of strength and weakness (SWOT) and decide on the future initiatives with the goal of how to initiate performance improvement (Vanweele, 2006).

Performance includes multiple activities that help in establishing the goals of the organization, and monitor the progress towards the target (Johnson *et al.,* 2006). Hopkins and Hopkins (2007) used three measures in the financial performance of banks, namely, profits (or net income), return on investment (ROI) and return on shareholder equity (ROE). Deposit growth is another measure which is unique to mobile and related financial services industries. It is measured as the deposit percentage change in consumer deposits from one year to another. Rowley (2011) used both financial and non-financial indicators. The financial indicators were a percentage growth in sales labelled as sales growth and percentage profit margin labelled as profitability. They used public image and goodwill, quality of services and efficiency of operations as the non-financial indicator.

According to a study commissioned by Equity Bank and conducted by Hivos (2015), on the fashion and textile industry in Kenya, it was realized that the industry faces a number of challenges which include lack of policy coherence and institutional alignment, low level of value addition and a disconnect between the apparel sector and the rest of the value chain segments, supply side constraints with regards to quality and price of fabrics with focus on afro-centric cloth and garments, weak business environment, high cost of production and built-in systemic inefficiencies, lack of market readiness, high cost and difficulties to access credit and finance, predominance of SMEs operating in the informal sector, lack of visibility of the Kenya's design capabilities and absence on the formal retail platform, illicit imports and negative impact of second hand clothing, and lack of a clear national policy on textile and apparel.

1.1.3 Fashion Industry in Kenya

The fashion industry comprises of the supply of raw materials to the end product. The Kenyan fashion industry is one that is faced by two major obstacles; second hand clothes and cheap Chinese imports. Adoption and innovation are a major challenge in the fashion industry. At the same time, the fashion design industry in Kenya is considered underexposed internationally. Nevertheless, a few local designers like Kaveke and Patricia Mbela have not only managed to showcase and sell their designs internationally but have also won awards while at it. There are various fashion magazines in the market. Here is also the Fashion Watch Program that is featured every Saturday evenings on Citizen Television.

Only by identifying the strengths, weaknesses, opportunities and threats (SWOT) of the fashion industry can there be strides to consistent and profitable growth. HIVOS, together with Equity Bank and the Association of Fashion Designers of Kenya (AFAD), in 2016 released findings of an exploratory research on Kenya’s textile and fashion industry that specifically looked at the role of fashion designers and small tailors in the fiber to fashion value chain. The study provided an in-depth status of the fashion sector locally and the barriers to sustainably integrate the sector into Kenya’s economy.

Kenya has great potential to serve the global, domestic and regional markets from its pool of fashion designers and small tailors. The fashion sector has also been identified in Kenya’s Vision 2030 as a pathway to industrialization as it possesses incredible economic potential. The sector only contributed 0.6 percent to the GDP and accounted for only six percent of the manufacturing sector. According to the report, after a rich history spanning 100 years, the players currently in the Fiber to Fashion (F2F) value-chain include, ‘22 large foreign owned companies operating in the Export Processing Zones (EPZs), 170 medium and large companies, eight ginneries, eight spinners, 15 weaving and knitting companies, nine accessories manufacturers and over 75,000 micro and small companies, including fashion designers and tailoring units.'

Kenya' current product offering in the fashion sector lies in the Cut, Make and Trim (CMT). However, if she wishes to unlock her full potential, the study recommends a shift into Full Package Service Providers (FPSP) and Original Design Manufacturing (ODM). This shift would lead to job creation, income generation, investment attraction, the promotion of entrepreneurship, as well as, accelerating technology adoption. The analysis of the Kenyan fashon industry has revealed the challenges facing local fashion designers and small tailoring houses to develop and integrate the Clothing to Fashion Value chain (CFVC).

The goal isn't just to build the Kenyan fashion industry for local consumption, but to successfully integrate it into the global market. According to the report, in order for Kenyan companies to successfully achieve this they would need to understand the demands of the international market and the trends that are changing the global apparel landscape; leverage the particular advantages of the Kenyan market versus near competitors like Ethiopia, while simultaneously; being realistic about and able to speak to Western brands concerns about the risks involved with sourcing from Kenya; and finally pursuing several high-priority investments and opportunities that would best position Kenyan clothing designers, textile producers, and manufacturers to build a defensible strategic advantage in this very competitive market. While fast fashion has become a major trend shaping the global consumer landscape, it may not be the right route for Kenya to pursue. For starters, the distance between the U.S (Kenya's main destination for exports) isn't favorable for the turnover time required for fast fashion. However, the report suggests that the second major global trend, conscious consumerism, a valid avenue for Kenya to pursue.

The above was just a taste of the issues Kenya has to work on however the report says it isn't' necessary to fix them all immediately in order to make itself a competitive fashion industry. Three priority areas they've identified that do need immediate attention to grow the industry are continuing to invest for the long-term in the transportation and electricity infrastructure, subsidizing power in the short-run for exporters; creating either a governmental or non-governmental apparel industry organization that can take the lead on overseas marketing and designer and manufacturer support on training and coordination and taking action to develop the social and environmental compliance element to ensure that the development of the industry serves the most vulnerable members of society and offers a low-risk, appealing sourcing destination for global brands.

1.2 Statement of the Problem

The fashion industry deals more on the creativity bit thus always get around to innovation of products. In addition, the industry is exposed to high market uncertainty, related to both the rapidly changing consumer needs and a high level of interdependence with competitors. The industry in Kenya has faced heightened competition from imported products and entry of many players. This has made the local players not to fairly compete with the locally produced fashion goods and services.

The increase in the adoption of digital marketing strategies such as Social Media, Search Engine Optimization (SEO), Display adverts and websites can be attributed to increased internet penetration, cheap internet enabled phones and integration of ICT with most daily activities (Wang & Chang, 2013). Kithinji (2014) reports that digital marketing is relatively cheaper and its results are easier measure since the data on views, clicks and hours spent on websites is easily available and therefore effectiveness more measurable. Achieng' (2016) reports that the usage of digital marketing strategies by Kenyan SMEs is moderate, standing at about 30% and they face challenges such as lack of fund to set up websites, lack of technical knowhow to manage these strategies and limited knowledge on digital content development.

Marketing strategies plays a leading part in the growth of enterprises mainly due to the fact that a marketing strategy aids in identifying customers who the business can competitively serve, and tailoring product offerings, prices, distribution, promotional efforts, and services towards those customers. In addition, a sound strategy enables an enterprise to develop long range plans which ensure survival, profitability, growth, and perpetuity. Marketing of products is a challenge that faces Kenyan entrepreneurs. However, research can be undertaken to enhance business growth and survival. Elung'ata (2013) in as study targeting players in the fashion industry in Kenya found out that the major aspect inhibiting the reception of local designs and penetration of the players were; innovation and adoption.

Several local studies have been undertaken in the field of fashion and clothing. Elung'ata (2013) did a survey on adoption of the Kenya national dress as a basis for developing a decision-making model for the local industry: A case study of Nairobi, Kenya. Nyang'or (1994) did a survey on factors influencing Consumer's Selection of Imported over Local Clothing among working women in Nairobi, Kenya while Mayor (2012) did an analysis of performance and challenges on the Kenyan exile Industry in a liberalized economy. The above studies have not been able to focus on the area of study. This study therefore seeks to fill the research gap by establishing the influence of digital marketing strategies on performance of Fashion Industry in Nairobi City County, Kenya.

1.3 Objectives of the Study

1.3.1 General Objective

The main research objective was to establish the influence of digital marketing strategies on performance of Fashion Industry in Nairobi City County, Kenya.

1.3.2 Specific Objectives

The specific objectives of the study were**;**

i. To establish the influence of m-commerce on the performance of fashion industry in Nairobi City County, Kenya

ii. To examine effect of website marketing on the performance of fashion industry in Nairobi City County, Kenya.

iii. To establish the influence of social media marketing on the performance of fashion industry in Nairobi City County, Kenya

iv. To determine effect of email marketing on the performance of fashion industry in Nairobi City County, Kenya

1.4 Research Hypotheses

The study sought to test the following hypotheses;

H01: M-commerce marketing has no significant effect on the performance of fashion industry in Nairobi City County, Kenya

H02: Website marketing does not have a significant influence on the performance of fashion industry in Nairobi City County, Kenya

H03: There is no significant relationship between social media marketing and performance of fashion industry in Nairobi City County, Kenya?

H04: Email marketing has no significant effect on the performance of the fashion industry in Nairobi City County, Kenya

1.5 Significance of the study

The study will be beneficial to strategic management scholars as a source of secondary data while stimulating further research on digital marketing strategies and performance in different industries. The study will also benefit the proprietors of women owned SMEs in Nairobi City

County in understanding the importance and relationship of digital marketing and organizational performance.

The regulators and the policy makers both local and international can use the findings as reference for policy guidelines on matters regarding fashion industry development. They will use the findings of the study to formulate viable policy documents that effectively would cope with the challenges that come with strategic marketing and how to go around the challenge in future. Based on the findings, recommendations are made. If followed, these recommendations will be useful to administrators and policy makers in curbing challenges brought about by marketing performance of the fashion industry in Kenya.

The study will provide additional information into the already existing body of literature regarding the fashion industry. The findings of this study will enrich existing knowledge and hence would be of interest to both researchers and academicians who seek to explore and carry out further investigations. It would provide basis for further research.

1.6 Scope of Study

The study sought to establish the effect of digital marketing strategies on the performance of the fashion industry players in Nairobi City County. The main digital marketing strategies considered were mobile telephony, website, email and social media marketing strategies. The unit of analysis was the fashion industry in Nairobi City County and was the main focus. The study focused on performance of the SMEs for the last five years (2012-2017). The unit of observation was 73 respondents drawn from all staff at the three categories in the scale of the SMEs in Nairobi City County.

1.7 Limitations of the Study

The study focused on only four digital marketing strategies which include mobile telephony, website, email and social medial marketing strategies since they are the most dominant in the

SME sector. The study was limited to the fashion industry players in Nairobi City County since it is the hub and has majority of the SMEs and also the fashion industry is more vibrant than in other devolved units. Unwillingness of respondents to take part in giving required information was anticipated as a challenge. The problem was curbed by assuring respondents that the study was merely academic and their information was handled with confidentiality. The study also faced a challenge in accessing the SME owners given their location in informal settings but the researcher adopted a referral system to access them.

1.8 Organization of the Study

The project comprised of five chapters. Chapter one involved background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, and significance of the study, limitation of the study, scope of the study and organization of the study. Chapter two reviewed theoretical and empirical literature while chapter three dealt with research methodology which entailed research design, target population, sampling design, rationale for sample selection, data collection instruments, questionnaires, validity of the research instrument, reliability, data analysis and ethical considerations. Chapter four involved the findings of the analyzed data and discussions. Chapter five entailed summary, conclusion, recommendations and suggestions for further studies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter summarizes the information from other researchers who have carried out their research in the same field of study. The specific areas covered here are theoretical literature, empirical review, and conceptual framework and research gaps.

2.2 Theoretical review

The study was anchored on three theories that explain strategic digital marketing and performance in organizations. They included; the innovation diffusion theory, porter's theory and the Technology acceptance model.

2.2.1 Innovation Diffusion theory

The theory was postulated by Rogers in 1995. Rogers (1995) discerned five characteristics of innovations, which significantly influenced the innovation-adoption process. Venkatraman and Price (1990) agreed with Rogers that there are certain product and service characteristics that affect the diffusion process and can influence consumer acceptance of new products and services. According to Rogers (1995) relative advantage of an innovative product/service is its offering over already existing products/services which accelerates its i-ate of adoption by the target market. Kotler and Keller (2096) stressed that compatibility of the innovative product and service offering with the existing backgrounds. Behaviour and lifestyle patterns of consumers also affect its adoption by the consuming public.

The level of complexity in a product purchase and usage also affects the diffusion process. An innovative offering would be easily diffused when there is ease of understanding, purchase and use. The ease with which the product or service can be tested and tried also determines the rate of acceptance. Rogers (1995) defined observability as the ease with which the product can be observed. Observability in an innovative product refers to the degree to which a product/service's benefits can be observed, imagined and perceived by a potential consumer (Kotler, 2006).

Rogers categorizes the five stages of diffusion of an innovation as: awareness, interest, evaluation, trial, and adoption. An individual might reject an innovation at any time during or after this adoption process known as the customer journey. Consumer decision to adopt a new electronic payment service is therefore significantly affected by the number of other consumers and merchants using it (Mallat. 2007).

The term diffusion refers to the process through which innovations spread to their intended users over time in the society; in this case innovations refer to technologies, ideas, practices or products that are alien to the society and which are spread and shared through communication by members of the society (Rogers, 2009). The adoption of innovations is not a one-time occurrence, instead it happens in the following successive stages: knowledge about the innovation, persuasion to adopt the innovation, decision to adopt or not to adopt the innovation, adoption and implementation of the innovation and confirmation (Rogers, 2009).

According to Rogers (2009), the decision to adopt an innovation is based on its perceived advantages, how compatible it is to existing systems and processes, how complex it is, the ease of trying it out and if the results of adopting the innovation are easily visible. This model is suitable to this study as it illuminates the digital marketing adoption process and the factors that influence SMEs to adopt digital marketing. Kithinji (2014) reports that the advantages of using digital advertising include increased brand awareness, increased sales and improved customer relations. Digital advertising is not completely compatible with traditional marketing but both can be used concurrently, additionally digital marketing might be too complex for the older generation but this hurdle can be overcome by hiring qualified digital marketers (Minama, 2016). Further, the results of the adoption of digital marketing are visible by SMEs and they include increased sales and brand awareness, reduced advertising costs, access to new markets and improved customer relations (Nga'nga', 2015). The theory advocates for integration of innovation and technology in marketing through digital marketing to improve salves revenue and hence performance.

2.2.2 The Porter's five forces perspective

The Porter's Generic strategies model was developed by Michael Porter in 1980. The theoretical perspective views competitive advantage as a position of superior performance that a firm achieves through offering cost advantages or benefit advantages (Porter, 1980). This model attributes competitive advantage to the external environmental factors that a firm must respond to such as erecting barriers of entry to competitors, product differentiation, capital requirements, and buyer switching costs (Lado *et al.,* 2002). The theory says that competition within an industry is determined by five forces namely; rivalry of industry competitors, threat of new entrants, bargaining power of buyers, bargaining power of suppliers, and the threat of substitute products (Porter, 1980). The theory further says that basing on the strengths or weaknesses of industry players, the competitive position of individual firms is partly determined, the rest of the external threats notwithstanding. Secondly, prospective new entrants to the industry, the bargaining power of buyers, the bargaining power of suppliers, and threat of substitute products, altogether have a potential of reducing considerably the competitiveness of organizations in the marketplace.

Industry structure determines who wold capture the value, but a firm is not a complete prisoner of industry structure - firms can influence the five forces through their own strategies. The five forces framework highlights what is important, and directs managers toward those aspects most important to long-term advantage. In this framework, gaining competitive advantage is determined primarily by responding effectively to industry-specific requirements. The five forces model constitutes a very useful way of thinking about and analyzing the nature of competition within an industry. However, the model presents a static picture of competition which slights the role of innovation and de-emphasizes the significance of individual company differences while overemphasizing the importance of industry and strategic group structure as determinants of company profit rates (Ghemawat *et al.,* 2009).

2.2.3 The Technology Acceptance Model (TAM)

The Technology Acceptance Model (TAM) was proposed by David Fred in 1986, this model helps in the explanation and prediction of the behavior of the users of new technology; this model is an addition of the Theory of Reasoned Action (TRA) and explains how external variables such attitude, beliefs and intention of use influence the behaviour of users of technology (Dai & Kauffman, 2001). The theory posits that what determines usage of a new technology system is affected either directly or indirectly by the user's attitude, intentions and the user's perception of the usefulness of the system and its ease of use (Davila *et al.,* 2003).

Over time, TAM has evolved and the original model has been extended into TAM2 to include aspects of social influence such as image, subjective norms and voluntariness into the explanation of perceived usefulness; cognitive instrumental processes such as result demonstrability, job relevance and output quality are also included in the TAM2 model (Davila *et al.,* 2003). This new model has been tested in both mandatory and voluntary settings and the results strongly supported it since it led to 60% user adoption; this study adopted TAM2 together with TAM as the baseline model (Davis & Venkantesh, 2000). David and Venkantesh (2000) assert that the degree to which the person trusts that a system would advance their performance at work would determine if the individual would adopt the system or not, also the more the individual perceives the technology to be easy to use, the more accepted the technology would be by the users; conversely, if a technology is perceived to be complex or difficult to use, then its adoption rate would be slow.

This theory is suitable to this study since digital marketing is a fairly new phenomenon worldwide, these strategies are mostly simple and easy to use by those who are technologically savvy (Minama, 2016). However, TAM asserts that the adoption of a technology, in this case digital marketing, is determined by the perception that the user has on its usefulness and ease of usage (Davis & Venkantesh, 2000). Therefore, the ease of usage of digital marketing strategies and the perceptions that SMEs have on their usefulness determines their adoption and effectiveness as opposed to the continued usage of traditional marketing strategies (Minama, 2016; Davis & Venkantesh, 2000).

2.3 Empirical review

This covers the analysis and evaluation done by other authors or researchers in the field of digital marketing strategies and performance among firms and how significant their relationship has been established to be. The literature reviewed is meant to establish the research gap to justify this study and also to show the connection with the theories reviewed above.

2.3.1 M-commerce and Performance

Li & Fung (2011) noted that in China, sales revenue generated through purchases made by mobile phones reached 1.67 billion yuan in 2011, an increase from 880 million Yuan in 2010.

A World Bank report noted that, while less than 3 percent of Kenyan households owned a telephone in the 1990s, by the end of 2011, 93 percent of Kenyans had mobile phones (World Bank, 2012). In addition, many unbanked Kenyans have also benefited from transaction platforms like MPESA, Airtel, Orange and Yu money transfer services, therefore enhancing payments through mobile money (Litondo, 2010; Wandaka, 2009). With the growing popularity of smart phones, M-commerce is expected to become more popular in the near future (Li & Fung, 2011). Litondo (2010) also proposed that, the relevant E-Marketing tool for MSEs, in the informal sector in Kenya is the mobile phone because of its high penetration among the citizens. Although all these studies have identified the importance of mobile telephony as an E-Marketing strategy in developing economies, they failed to analyse how this strategy influenced the fashion MSEs' performance. This study investigated whether mobile telephony was used by the fashion enterprises and its effect on the selected enterprises' performance.

Mobile application for marketing implies the use of the portable media as a means of marketing communications (Bauer, Barnes, Reichardt & Neumann 2005). Mobile applications offer several networks to reach customers through various strategies ranging from short messaging services, pictures, videos and multimedia messaging service to the mobile Internet with short messaging being the most popular and highly effective for generating brand awareness. Mobile applications are designed for quick messaging and are used for reminders, updates and confirmations. The remarkable success of SMS is credited to its strategic features, such as ease of use, low cost, message forwarding ability, and unobtrusive nature (Doyle 2011).

Literature on information user studies by Durrance (1989). Taylor (1986) and Wilson (1981) clearly indicate the need for a better understanding of those who need information and the environment in which they function so that practical useful policies can be implemented. This in Kenya is very practical in the sense that SMEs face a lot of problems especially access to technology.

Ali, Olga, and Oliver (2009), found that nearly 33% of transactions among MTN mobile users in Uganda purchase or sell goods or services, while the remaining two- thirds corresponded to money transfers. They further found that larger formal businesses in Uganda don't accept MTN Mobile Money as a means of payment, so it's likely most of these purchases and sales transactions were conducted by entrepreneurial individuals or small businesses on one side or the other. This is a significant volume, given that Mobile Money has never been marketed in this way and speaks to the high level of need from this group. This not only confirms that M - commerce is mostly adopted by smaller firms but rather explicitly shows the unwillingness of large firms to interact with smaller firms hence inhibiting their growth.

Mobile phones have affected business practices in the recent past. This is manifest in various areas including advertisements, marketing, emergence of new products, and new methods of payments. The methods of payment through the use of mobile phones have been the most recent development in Kenya and have revolutionized how business is conducted among the small-scale business holders. Anurag, Tyagi and Raddi. (2009) argued that mobile payment as an easier form of cash delivery to their suppliers and business partners, a system which is relatively affordable, personal and can be used anywhere and at any time.

Porteous, (2006) asserts there is a high appeal and utility of mobile banking and mobile payment services across the country as there are probably more people with mobile handsets than with bank accounts. Arunga and Kahora (2007) concluded that sole proprietors and small businesses in Kenya benefited hugely from the mobile phone revolution as they are able to make savings and gain access to more customers and new services.

According to Donner (2005), there have been relatively few studies focusing directly on the way mobile phones are used in enhancing productivity among the users in the developing world. Adeya (2003) noted some business also lacks the awareness regarding the potentials that exist in the use of mobile phones and ICTs (Donner, 2005). Hughes & Lonie (2007) argue that mobile phones provide technological services that reduce costs: increase income and increases reach ability and mobility. They can help to extend social and business networks and they clearly substitute for journeys for brokers, traders and other business intermediaries.

Saidi (2009) established that banks, mobile phone operators, the central bank and the government are the key stakeholders to drive the implementation of m - commerce in Malawi. Saidi further asserts that Malawi can feasibly deploy m - commerce applications in a number of business domains such as banking, shopping, financial information services, agriculture, marketing, news, health, tourism and insurance banks and mobile phone operators. Saidi (2009) identifies m banking, m-shopping. mobile information services, in-marketing and m-health as the range of m - commerce applications that can feasibly be deployed.

In Kenya, Salzaman (2001) notes that mobile telephony adoption is on the rise and the related technological innovations have dramatically enhanced the capabilities of the mobile phones About two billion people worldwide are using a mobile phone. As the number of mobile phone increases there has been a pervasive impact on people's lives. Salzaman (2001) further explains that in Africa particularly it has been said that people in Africa use mobile phones very differently. Michael Joseph. (2009) said also that Kenyan people have peculiar calling habits. This increased accessibility to mobile phones has introduced changes in most sectors of the economy and particularly the urban informal sector consequently Jua Kali Business (SMEs) changing their business and operation environment, thereby creating an impact on Kenya's fastest growing sector and employer.

2.3.2 Website Marketing and Performance

Websites generates new ways of communication, cooperation and content sharing (Enders, Denker, Hungenberg & Mauch 2008). Most organizations have websites that define their core business activities and detailing the products and services they offer. However, the numerous websites on the internet make it challenging to market products on the websites and therefore SEO strategy is extensively used to improve the visibility and thus the volume and quality of traffic to a firm's website (Khraim 2015).

Firms with higher rankings for their websites appear at the top of the search result page, and more frequently, the greater the likelihood that potential customers would visit these sites. SEO focuses on image search, local search, video search, news search and industry-specific vertical searches. SEO provides a variety of strategy including increasing links from other websites to the firm's webpages, editing the content of the website and restructuring contents of a company's website. Effectiveness of a primary website in attracting visitors is improved by supplementary activities like social network activities, frequent actualization of website and creation of secondary websites linked to it (Khraim 2015).

Web strategy is operationalized using four main constructs i.e. the 4Ws: Web-Design, Web-Promotion, Web-Price and Web-CRM (Rita et al., 2003). Wandaka (2009) and Costa (2010) noted that websites offered an opportunity for enterprises to advertise their products, give information and entertainment to potential customers. It was further observed that, profiles of web sites were useful descriptive dimensions of a firm's online presence while web promotion positively affected advertising effectiveness and market penetration by these enterprises (Constantinides, 2006).

Booth (2009) noted that web sites enable companies to set and announce prices with greater precision, since different prices can be tested easily, and customers' responses can be collected instantly. In addition, since it is easy to change prices online, companies can adjust prices in response to even small fluctuations in market conditions, customer demands, or competitors´ behaviour. Enterprises can also use the click stream data and purchase histories that they collect through the internet to segment customers quickly and offer niche-specific prices or promotions immediately (Rita et al., 2003).

Interactive marketing using websites can be used to establish direct marketing channels between firms and consumers (Chaffey, 2007). Shankar and Edward (2007) reported that, firms can send email messages and offer service packages, especially designed for a potential customer, based on a marketer's assessment of an individual's unique interests. Wandaka (2009) also noted that fashion entrepreneurs in Kenya used websites to reach international markets. Web advertising, has therefore become a significant part of the utilisation of E-Marketing tools in most companies, around the world (Renner et al., 2008; Ming, 2011).

Website marketing can be integrated with search engine marketing (SEM). Service engine marketing has been defined as a strategy of building and marketing a website via search engines, with the goal of improving its position in search engine results (Chaffey, 2007). SEM includes both search engine optimization (SEO) and search advertising, or paid search. SEO can be on Yahoo, Google or Microsoft Network (MSN), which is combined with SEM, to help an enterprise to identify market segments, attract customers, generate brand awareness, and build trust by increasing its website's visibility (Chaffey, 2008).

In Kenya, studies have been carried out on digital technology and E-commerce, but these studies did not address the utilisation of SEM in E-Marketing (Litondo, 2010; McCormick & Kinyanjui, 2002; Wandaka, 2009). This study therefore seeks to investigate whether website marketing was used as a digital marketing strategy by women-owned fashion MSEs in Nairobi City County and how it affects the enterprise's performance.

2.3.3 Social Media Marketing and Performance

In an age of consumer generated media, social media has a powerful role to play when it comes to marketing an enterprise's brand online (Chaffey, 2007). Social marketing means building a business through social sites, like viral videos, blogs, twitter and Facebook, because this strategy gives the enterprise exposure (Costa, 2010). Social media also aims at maximizing the percentage of web site visitors who complete a desired action (conversion rate) as noted by various scholars (Choi et al., 2007). By maximizing the number of visitors (online traffic) who take a desired action; such as make a purchase, complete a form, etc., a fashion firm can increase its sales and profits (Li & Fung, 2011).

Although social media has been acknowledged as a profitable E-Marketing strategy, there is paucity of studies on the use of social media, among MSEs in the fashion industry in Kenya. Kimani (2014) asserts that social media marketing includes the placement of advertisements on social media sites; creating Facebook, Twitter and Instagram pages for companies where people can interact with the company and the company can promote their products and services; placing advertisements on the social media pages of targeted customers and embedding promotional material on social media posts.

As of 2016, there were about 1 billion Facebook users in the world and about 800,000 twitter and Instagram users. For instance, Twitter and Face Book allows business people to promote their products and services and also interact with their clients in real-time; this improves problem solving, increases customer satisfaction and improves customer experience (Kimani, 2014). Furthermore, Facebook now gives businesses the option of advertising flash sales and giving away coupons on their business pages; businesses can also boost their content and pages to new customers for a small fee (Minama, 2016).

Social media sites can be divided into the following broad categories: social networking sites where users are free to make their own profiles, create content and share it with other users; blogs where people create written, audio or video content and share it with everyone; content oriented sites where people create and share content about specific subjects such as real estate or sports; bulletin boards and forums where people share information and ideas on specific topics and content aggregation sites which allow individuals to choose the content that they want to see on the internet (Kimani, 2014).

Furthermore, companies can use electronic mail or e-mail to send promotional messages to their customers who have accepted to receive promotional material. Additionally, firms can purchase e-mail addresses from companies that have a database of e-mail addresses gained from surveys, competitions and registration where people have given permission for their information for marketing reasons (Jalang'o, 2015). Cox (2012) studied the usage of Social media a small business in Indiana and using the case study method and a thorough analysis of the company's social media posts and established that the business mainly uses Facebook and twitter for social media marketing. The study also revealed that the success of social media marketing was dependent on the content put out and the relationships built with the customer. It also established that social media advertising increased sales, market share, customer engagement and customer satisfaction.

Odongo (2014) did a study to investigate the usage of social media marketing in the electronics industry in Kenya. The study design was descriptive and the researcher used questionnaires to survey 49 companies that deal with electronics. The study established that many electronics companies used Facebook, twitter and YouTube to market their products, brands and manage their relationship with their customers. 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 so as to increase social media usage success.

2.3.4 Email Marketing and Performance

Email marketing is the promotion of products or services via computer-based messages or telecommunication technology (Chaffey, 2007). Email marketing can be done through an electronic magazine (ezine), delivered via a website or an email newsletter, (e-Newsletters), which give regular clients information on products, discounts and new arrivals (Rita et al., 2003). It has been reported that the use of email marketing has been very successful for enterprises in Europe and USA (Booth, 2009; Brodie, Winklhofer, Coviello & Johnston, 2007).

Inspite of the significance of email marketing, studies on the fashion industry in Kenya, have not assessed how email marketing affects MSEs' performance (Litondo, 2010; Wandaka 2009). E-mail is one of exciting innovative strategies facilitating interactive marketing. Kinnard (2000) define e-mail marketing as the act of conveying marketing communication to recipients who primarily request for it while Roberts and Berger (1999) define e mail marketing as information focussed interpersonal marketing practise that takes place in a context of accountability for the privacy of the customers. These definitions show a clear difference between permission based, focused e-mail marketing and spontaneous, and untargeted mass mailings.

Email Marketing involves transmitting product information via email to the existing and potential customers. It involves use of email to send advertisements and request for sales while building trust and loyalty with current customers to encourage repeat business and also acquiring new customers. E-mail marketing is a form of direct and interactive marketing strategy which is used in acquiring and retaining customers analysing individual customers (Tapp, 2000). E mail marketing is considered cost-effective favourite method of communication for many people and can be customized for each recipient. It allows easy interaction, it is traceable and its effects readily measured. Performance of e mail marketing is enhanced by seeking the clients' permission to be contacted by the marketer at any time through e-mails (MacPherson, 2001)

Jalango' (2015) studied the usage of digital marketing by commercial banks in Kenya and its influence on their performance. The study had a descriptive design and employed questionnaires to gather primary data from 42 commercial banks in Kenya. The study established that the commercial banks used digital advertising to a large extent and that most of them were looking to shift their advertising activities to the internet through social media, mobile applications, display adverts, e-mail marketing and websites. The usage of digital marketing was found to have improved customer experience and customer interaction and reduce operating and advertising costs.

2.4 Summary of Literature Review and Research Gaps

This section entials a summary of the empirical literature reviewed, their main areas of focus, the agreement or disagreement they have with the current study and the research gaps thereof. Table 2.1 indicates the summary of the studies reviewed;

Table 2.1 Summary of Literature Reviewed and Research Gaps

Author	Title	Major findings	Focus of the current study	Research gaps
Doyle (2011)	Mobile application on marketing in the Telecommunications industry in South Africa	M-commerce increases networks to reach customers, increase brand awareness and increase performance	The influence of m-commerce on the performance of fashion industry in Kenya	The study focuses on the extent to which m-commerce is applied in the Telcos Industry in S.A while the current focus is on the fashion industry in Kenya
Anurag, Tyagi and Raddi	Mobile phone marketing and performance of	Mobile phone adverts are affordable, fast	Influence of mobile marketing on	The study was done among firms in UAE

(2009)	firms in UAE	and convenient to clients and the firms	performance of fashion industry in Kenya	while the current study focuses on fashion industry in Kenya
Khraim (2015)	Website and SEO marketing strategy and performance of firms in Nigeria	Interactive websites increase the volume and quality of traffic to a firm’s website	Website marketing strategy and performance of fashion industry in Kenya	The study was done in Nigeria while the current one is on the fashion industry in Kenya
Kimani (2014)	Social media marketing and performance of commercial banks in Kenya	Social media marketing improves problem solving, increases customer satisfaction and improves customer experience	Social medial marketing strategy and performance of fashion industry in Kenya	The study focused on the banking sector while the current one is on the fashion industry in Kenya
Jalang’o (2015)	Digital marketing and performance of commercial banks in Kenya	Most banks in Kenya use digital marketing and this has improved customer experience, interaction and reduced operating and advertising costs	The influence of digital marketing strategies on the performance of the fashion industry in Kenya	The study was done in the banking industry while the current is on the fashion industry in Kenya

Source: Researcher and Literature Reviewed

2.5 Conceptual framework

The independent variable was digital marketing strategies which includes mobile phone marketing, website marketing, social media marketing and email marketing while dependent variable was performance of fashion industry women-owned SMEs in Nairobi City County.

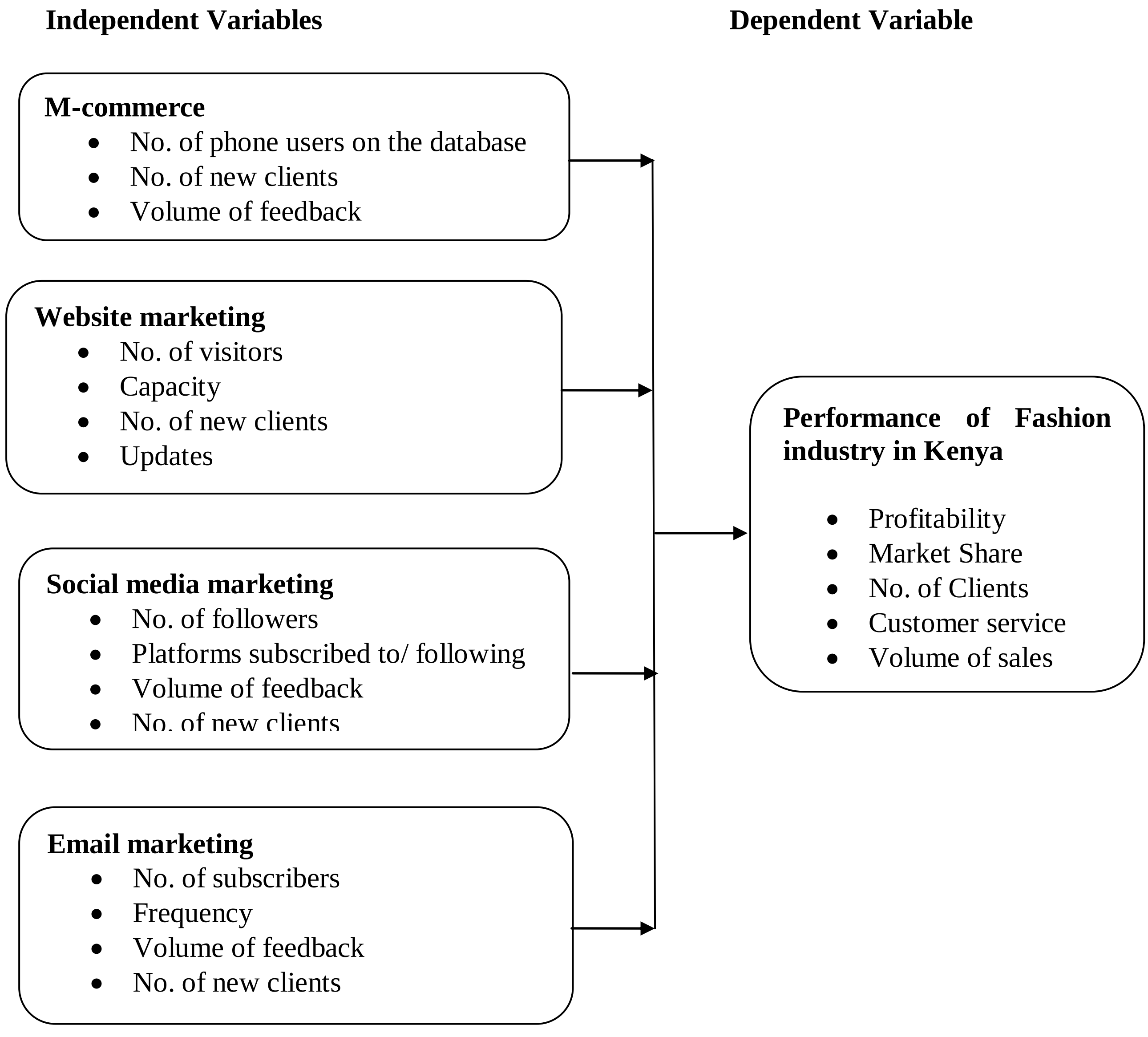

Figure 2.1: Conceptual Framework

Source: Researcher, 2018

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out various stages and phases that were followed in completing the study. This section is an overall scheme, plan or structure conceived to aid the researcher in answering the raised research questions. In this section the research identifies the procedures and techniques that were used in the collection, processing and analysis of data. Specifically, the following subsections were included; research design, target population, data collection instruments, data collection procedures and finally data analysis.

3.2 Research Design

The study adopted a descriptive design which Mugenda and Mugenda (2003) is described as a research design which is a systematic, empirical inquiring into which the researcher does not have a direct control of independent variable as their manifestation has already occurred or because the inherently cannot be manipulated. Research design ensured the study was applicable to the problem and its procedures are cost-effective for obtaining information. Descriptive research design was concerned with finding out about the how, who, when and where of a phenomenon so as to build a profile (Mugenda and Mugenda, 2003).

3.3 Target Population

A population is a well-defined or set of people, services, elements, and events, group of things or households that are being investigated. The target population for study was the proprietors of women-owned SMEs in the fashion industry in Nairobi City County. The unit of observation were the players in the fashion industry in Nairobi city county while the unit of analysis were the 241 registered SMEs in the fashion industry mainly operating in the informal sector but differ in scale with some being small, micro and others medium in Nairobi City County.

Table 3.1: Target Population

Scale	Frequency	Percentage
Small	121	50.21
Micro	67	27.80
Medium	53	21.99
Total	**241**	**100**

Nairobi City County, 2018

3.4 Sampling design

Stratified random sampling technique was used to obtain a representative sample since population of interest is homogeneous. Owing to the big number of target population and given the time and resource constraints, the sampling at least 30% is recommended by Mugenda & Mugenda (2003). This study therefore used a sample of 73 respondents drawn from all staff at the three categories in the scale of the SMEs in Nairobi City County.

Table 3.2: Sample Size

Scale	Frequency	Rate	Sample
Small	121	0.3	37
Micro	67	0.3	20
Medium	53	0.3	16
Total	**241**	**0.3**	**73**

Source: Researcher, 2018

3.5 Data Sources and Collection

The study used primary data. Primary data was collected by the help of a semi-structured questionnaire. The close-ended questions provided more structured responses to facilitate tangible recommendations. The study used primary data which was collected through self-administered questionnaires to the proprietors of the SMEs in the fashion industry in Nairobi City County. .

3.6 Validity and Reliability of the study

3.6.1 Validity

Validity is a measure of the degree to which data obtained from the instrument accurately and meaningfully represent the theoretical concept and in particular how the data represents the variables. Where validity has been established, any inferences made from such data was accurate and meaningful (Mugenda & Mugenda, 2013). The validity of a study increases by using various sources of evidence (Yin, 2013). This issue confirmed the validity of the data and relevant results. Content validity was improved through incorporation of the observation from the university supervisor.

3.6.2 Reliability

Cronbach's Alpha was applied to measure the co-efficient of internal consistency and therefore reliability of the instrument. In order to check reliability of the results, the study used SPSS software was used to verify the reliability of collected data. Alpha above the value of 0.7 was considered acceptable (George & Mallery, 2003). A pilot study was conducted to subject the research questionnaire to a pre-test which was used to assess its reliability. The observations made were used to improve the research instrument.

3.7 Data collection Procedure

The questionnaires were self-administered to the respondents given their informal setting and their level of education and schedule of work. Fully completed questionnaires were collected after every interview and call-backs made as necessary. Confidentiality of the respondents was guaranteed through an assurance letter which was issued with each questionnaire.

3.8 Data Analysis and Presentation

After data collection, a thorough check was done on the questionnaires for accuracy and completeness. The primary data collected through questionnaires was analysed using Statistical Package for Social Sciences (SPSS to obtain existing correlations. The correlations informed the researcher on existence or non-existence of a relationship between the digital marketing strategies employed by the SMEs in the fashion industry and their performance. Quantitative data was presented in through tabulation, percentages, mean, standard deviation and frequencies. A multivariate regression model was applied to determine the relative importance of each variable to the study. Mugenda and Mugenda (2003) noted that multiple regression attempts to determine whether a group of variables together, predict a given depended variable. The regression model was as follows:

$$\mathbf{Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \alpha}$$

Where Y is the dependent variable (performance of fashion industry in Kenya),

β_0 is the regression coefficient,

β_1, β_2, β_3 and β_4 are the slopes of the regression equation,

X_1 = mobile phone marketing

X_2 = website marketing

X_3 = Social media marketing

X_4 = email marketing

α = an error term.

3.9 Ethical considerations

Before data collected authorization was sought from Kenyatta University for data collection and a researcher permit granted by NACOSTI. The researcher ensured that the information collected was handled and treated with utmost confidentiality. The research questionnaire had the option of indicating or not indicating the identity of the respondent. The researcher explained the intention of carrying out the research before beginning the process of data collection and thus the participation in the study was through voluntary and informed consent. All the respondents were treated with great respect and courtesy. The researcher informed the respondents that no compensation was accrued from participating in the study and further that the results of the study was shared upon completion of the study.

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

This main purpose of the study was to establish the influence of digital marketing strategies on performance of Fashion Industry in Nairobi City County, Kenya. This chapter presents the findings of the following specific objectives: influence of m-commerce, effect of website marketing, influence of social media marketing and email marketing on the performance of fashion industry in Nairobi City County, Kenya.

4.1.1 Response Rate

The study distributed 73 questionnaires to women owned SMEs in the fashion industry, 55 questionnaires were dully filled and returned to the researcher. This gave a response rate of 75% which is deemed sufficient for the study. The findings are as shown in Figure 4.1.

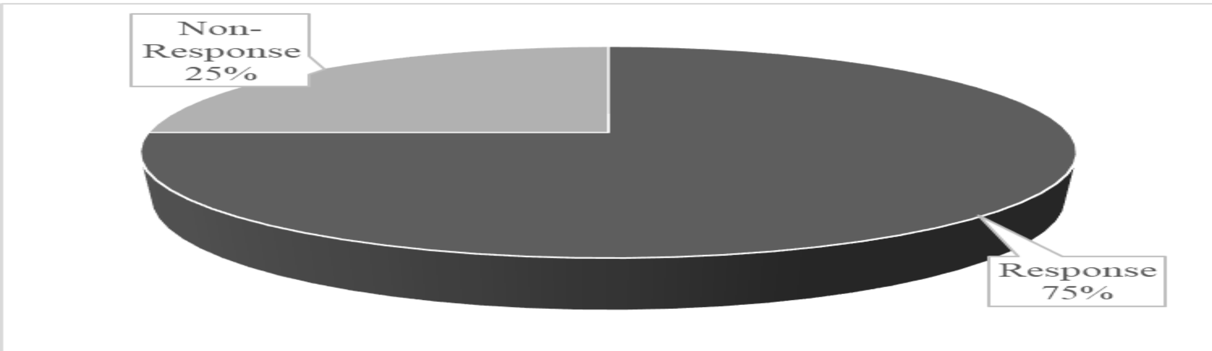

Figure 4.1: Response Rate

The findings show that the response rate was sufficient for the current study. This is supported by Mugenda and Mugenda (2003) who stated that a sample size of 70% and above is deemed statistically sufficient for a study.

4.1.2 Reliability Test

The researcher used a pilot study to establish the reliability of the research instruments. A Cronbach alpha was computed for each of the variables and the overall coefficient determined. The findings are as shown in Table 4.1.

Table 4.1: Reliability Test

Variable	Number of Items	Cronbach Alpha
M-Commerce	5	0.801
Website Marketing	5	0.784
Social Media	5	0.795
Email Marketing	5	0.823
Overall Cronbach Coefficient		0.801

The finding established that m-commerce had a Cronbach coefficient of 0.801, website marketing had a Cronbach alpha coefficient of 0.784. Social media had a Cronbach alpha coefficient of 0.795 and email marketing had a Cronbach alpha coefficient of 0.823. The overall Cronbach coefficient was 0.801 which was 0.7 an indication that the research instruments were sufficient for the study. This is supported by Cronbach (1951) who stated that a Cronbach alpha of 0.7 and above is deemed sufficient for the study.

4.2 Demographic Information of Respondents

Respondents were asked to indicate their demographic information regarding their; age, number of years worked, type of business ownership and category of the enterprise to establish their appropriateness in the study. The findings are indicated in subsequent sections.

4.2.1 Age

The researcher requested the respondents to indicate their age. The findings are as shown in Table 4.2.

Table 4.2: Age

	Frequency	Percent
20 – 30 Years	9	16.4
30-40 Years	24	43.6
40 -50 Years	15	27.3

50 Years and above	7	12.7
Total	**55**	**100.0**

The findings show that 43.6% of the respondents were aged 30-40 years, 27.3% were aged between 40-50 years, 16.4% were aged between 20-30 years and 12.7% were 50 years and above. The findings show that majority of the respondents were 30 years and above an indication that the respondents were mature and responsible to handle their businesses. This also shows that the businesses had the potential and vibrant human resource who could drive them to greater heights in performance.

4.2.2 Years Worked

Respondents were asked to indicate the number of years they had worked in fashion industry. The findings are as shown in Table 4.3.

Table 4.3: Years Worked

	Frequency	**Percent**
Less than 5 years	8	14.5
5-10 years	28	50.9
Over 15 years	19	34.5
Total	**55**	**100.0**

The findings show that majority of the respondents 50.9% had worked for 5-10 years in fashion industry, 34.5% had worked over 15 years and 14.5% had worked for less than 5 years in fashion industry. The findings show that majority of the respondents had worked in fashion industry for more than 5 years an indication that they were more skilled and understood how they operated, therefore they were more knowledgeable on the aspect of this study. This was also an indication of commitment and persistence to ensure that their SMEs performance and grow.

4.2.3 Type of Ownership

The researcher asked respondents to indicate the type of ownership of their business. The findings are as shown in Table 4.4.

Table 4.4: Type of Ownership

	Frequency	Percent
Sole Proprietorship	19	34.5
Partnership	25	45.5
Company	11	20.0
Total	**55**	**100.0**

The study established that 45.5% of the respondents' type of business ownership was partnership, 34.5% type of ownership was sole proprietorship and 20% had company. This shows that majority of fashion industries in Nairobi type of ownership is partnership. This shows the availability of joint effort in term of resources and skills to ensure the enterprises perform.

4.2.4 Category of Ownership

Respondents were requested to indicate the category of their enterprise. The findings are as shown in Table 4.5.

Table 4.5: Category of Ownership

	Frequency	Percent
Medium	25	45.5
Established and Large	21	38.2
Other	9	16.4
Total	**55**	**100.0**

The study found out that 45.5% of the respondents' category of fashion industry was medium, 38.2% indicated that category of their fashion industry was established and large and 16.4% indicated others. This asserts that majority of the respondent's type of ownership was medium to high cost effective running the business.

4.3 Descriptive Statistics

The findings of the following specific objectives: m-commerce, website marketing, social media marketing and email marketing on the performance of fashion industry in Nairobi City County, Kenya are shown in subsequent sections.

4.3.1 M-Commerce

The respondents were asked to indicate level of agreement on the application of m-commerce in the fashion industry in Nairobi City County, Nairobi on a scale of 1-5 where; strongly agree=5, agree=4, neutral=3, disagree=2 and strongly disagree=1. The findings are shown in Table 4.6.

Table 4.6: M-Commerce in the Fashion Industry

	Mean	Std. Dev
We have a database of all the phone contacts of our clients	4.21	.416
Our customers get in touch with us through phone contacts	3.22	1.31
Our mobile communication is reliable	3.70	.439
We inform customers of our existing stock through short text messages	3.65	1.16
We get orders and feedback from clients over the phone	3.83	.490
We remind our clients of our operations through phone calls and SMSs	3.74	.500
Volume of clients who rely on our m-commerce platform are many	2.89	.737

The study established that respondents agreed that they had a database of all the phone contacts of their clients as supported by a mean of 4.21 with standard deviation of 0.416. Respondents indicated that customers got in touch with us through phone contacts as supported by a mean of 3.22 with standard deviation of 1.31. Respondents agreed that their mobile communication was reliable as supported by a mean of 3.70 with standard deviation of 0.439. Litondo (2010) established that the relevant E-Marketing tool for MSEs, in the informal sector in Kenya is the mobile phone because of its high penetration among the citizens.

Respondent indicated that their agreement to a great extent that they got orders and feedback from clients over the phone as shown by a mean of 3.65 with standard deviation of 0.490. Fashion industries indicated that they reminded their clients of their operations through phone calls and SMSs as supported by a mean of 3.83 with standard deviation of 0.500. The remarkable success of SMS is credited to its strategic features, such as ease of use, low cost, message forwarding ability, and unobtrusive nature (Doyle 2011).

Respondents indicated that they informed customers of their existing stock through short text messages by a mean of 3.74 with standard deviation of 1.16. Respondents disagreed that the volume of clients who relied on respondents m-commerce platform were many by a mean of 2.89 with standard deviation of 0.737. On contrary, Ali. Olga, and Oliver (2009) found that nearly 33% of transactions among MTN mobile users in Uganda purchase or sell goods or services, while the remaining two- thirds corresponded to money transfers.

4.3.2 Website Marketing

Respondents were asked to indicate their level of agreement on the application of website marketing in the fashion industry in Nairobi County on a scale of 1-5. The findings are indicated in Table 4.7.

Table 4.7: Website Marketing

	Mean	Std. Dev
The enterprise has a functional website	3.62	.229
The website is interactive and friendly to the users and clients	3.53	.719
All firm products and services are posted on the website	3.96	.383
Client feedback and orders are responded to on the website	2.92	.716
The website allows interaction between the firm employees and clients	3.76	.881
Clients place orders on the website	3.01	.592
The management posts updates on new products, location and promotions on the website	3.78	.809

The study established that fashion industries enterprise had a functional website as supported by a mean of 3.62 with standard deviation of 0.229. Respondents indicated that the website was interactive and friendly to the users and clients as supported by a mean of 3.53 with standard deviation of 0.719. Respondents indicated that all firm products and services were posted on the website by a mean of 3.96 with standard deviation of 0.383. This is in agreement with Khraim (2015) who depicted that firms with higher rankings for their websites appear at the top of the search result page, and more frequently, the greater the likelihood that potential customers would visit these sites.

Respondents agreed that their website allowed interaction between the firm employees and clients as shown by a mean of 3.76 with standard deviation of 0.881. Respondents moderately agreed that their clients placed orders on the website by a mean of 3.01 with standard deviation of 0.592. The management posted updates on new products, location and promotions on the website as supported by a mean of 3.78 with standard deviation of 0.809. Respondents disagreed that client feedback and orders were responded to on the website by a mean of 2.92 with standard deviation of 0.716. This agrees with Wandaka (2009) and Costa (2010) who noted that websites offered an opportunity for enterprises to advertise their products, give information and entertainment to potential customers. It was further observed that, profiles of web sites were useful descriptive dimensions of a firm's online presence while web promotion positively affected advertising effectiveness and market penetration by these enterprises (Constantinides, 2006).

4.3.3 Social Media Marketing

Several statements on how social media marketing was being practices among the fashion industry players were identified by the researcher. Respondents were requested to indicate the extent of their agreement on each statement on a scale of 1-5 where; 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5= Very great extent was used. The findings are indicated in Table 4.8.

Table 4.8: Social Media Marketing

	Mean	Std. Dev
The firm has an account in all the common social media platforms	3.92	.716
Firm products are advertised on the social media walls	4.20	.403
The firm interacts with clients on the social media platforms	3.92	.813
Orders are placed by clients through chats and posts	3.74	.439
The firm responds to client requests in time	3.83	.416
Social media accounts have improved the interaction of clients with staff	4.21	.459
Social media use has enhanced customer service	3.94	.416
The firm accounts are always updated	3.69	.766

The study found out that majority of the respondents agreed that their firm had an account in all the common social media platforms as supported by a mean of 3.92 with standard deviation of 0.716. Respondents agreed to a higher extent that firm products were advertised on the social media walls platforms as supported by a mean of 4.20 with standard deviation of 0.403. Respondents indicated that their firm interacted with clients on the social media platforms by a mean of 3.92 with standard deviation of 0.813. Orders were placed by clients through chats and posts as supported by a mean of 3.74 with standard deviation of 0.439. This is supported by Kimani (2014) who asserts that social media marketing includes the placement of advertisements on social media sites for companies where people can interact with the company and the company can promote their products and services; placing advertisements on the social media pages of targeted customers and embedding promotional material on social media posts.

The study established that their fashion industries responded to client requests in time as indicated by a mean of 3.83 with standard deviation of 0.416. Respondents agreed that social media accounts had improved the interaction of clients with staff as indicated by a mean of 4.21 with standard deviation of 0.459. Social media used had enhanced customer service as indicated by a mean of 3.94 with standard deviation of 0.416. Respondents agreed that their firm accounts were always updated by a mean of 3.69 with standard deviation of 0.766. This is supported by Cox (2012) who revealed that the success of social media marketing was dependent on the content put out and the relationships built with the customer. It also established that social media advertising increased sales, market share, customer engagement and customer satisfaction.

4.3.4 Email Marketing

Respondents were requested to indicate the extent of their agreement on the extent of application of email marketing among fashion industry players on a scale of 1-5 where; 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5= Very great extent was used. The findings are indicated in Table 4.9.

Table 4.9: Email Marketing

	Mean	Std. Dev
The firm has an active email account	3.83	.918
The enterprise corresponds with clients via emails	3.25	.551
Email use by clients is high	3.44	.604
Most orders are place via email	2.74	.927
New products and services are marketed to clients through email	3.78	.685
Email use promotes effective interaction between employees and clients	3.56	.536

The study established that fashion industries had an active email account as supported by a mean of 3.83 with standard deviation of 0.918. Respondents moderately agreed that the enterprise corresponded with clients via emails as supported by a mean of 3.69 with standard deviation of 0.551. Respondents agreed that email used by clients was high as supported by a mean of 3.44 with standard deviation of 0.604. This agrees with MacPherson (2001) who states that performance of e mail marketing is enhanced by seeking the clients' permission to be contacted by the marketer at any time through e-mails (MacPherson, 2001).

The study further found out that new products and services were marketed to clients through email as supported by a mean of 3.78 with standard deviation of 0.685. Respondents indicated that email use promoted effective interaction between employees and clients as indicated by a mean of 3.56 with standard deviation of 0.536. Respondents disagreed that most orders were placed via email by mean of 2.74 with standard deviation of 0.927. E-mail marketing is a form of direct and interactive marketing strategy which is used in acquiring and retaining customers analysing individual customers (Tapp, 2000).

4.3.5 Firm Performance

Respondents were requested to indicate the extent of their agreement on performance on a scale of 1-5 where; 1= no extent, 2= little extent, 3= moderate extent, 4= great extent and 5= Very great extent was used. The findings are indicated in Table 4.10.

Table 4.10: Firm Performance

	Mean	Std. Dev
The volume of sales of the firm has increased with employment of digital marketing	3.61	.832
The number of clients has significantly increased	3.42	1.21
Customer service has increased with digital marketing	3.50	.504
Our market share has gone up	3.33	.522
Firm profitability has increased	3.40	1.21
With digital marketing our firm is highly competitive	3.12	.336
Customer loyalty has improved	3.63	.754
Our capacity to handle more clients has improved with digital marketing	3.60	.000

The study found out that majority of the respondents agreed that the volume of sales of the firm had increased with employment of digital marketing by a mean of 3.61 with standard deviation of 0.832. Respondents indicated that the number of clients had significantly increased by a mean of 3.42 with standard deviation of 1.21. Respondents indicated that customer service had increased with digital marketing by a mean of 3.50 with standard deviation of 0.504. This agrees with Arunga and Kahora (2007) who stated that sole proprietors and small businesses in Kenya benefited hugely from the mobile phone revolution as they are able to make savings and gain access to more customers and new services.

Respondents indicated fashion industries market share had gone up by a mean of 3.33 with standard deviation of 0.522. Respondents agreed that firm profitability had increased as supported by a mean of 3.40 with standard deviation of 1.21. Customer loyalty had improved as supported by a mean of 3.63 with standard deviation of 0.754. Fashion industries capacity to handle more clients had improved with digital marketing as supported by a mean of 3.60 with standard deviation of 0.00. This is in agreement with Cox (2012) who established that the success of social media marketing was dependent on the content put out and the relationships built with the customer. It also established that social media advertising increased sales, market share, customer engagement and customer satisfaction.

4.4 Inferential Statistics

The study conducted inferential statistics to establish the influence of digital marketing strategies on performance of Fashion Industry. The findings of Model Summary, ANOVA and Regression Coefficients are indicated in subsequent sections below.

4.4.1 Model Summary

The findings of coefficient of determination and coefficient of adjusted determination are as shown in Table 4.11.

Table 4.11: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.928[a]	.860	.851	1.82319

The findings found out that coefficient of correlation R was 0.928 an indication of strong positive correlation between the variables. Coefficient of adjusted determination R^2 was 0.851 which changes to 85.1% an indication of changes of dependent variable can be explained by (m-commerce, website marketing, social media marketing and email marketing). The residual of 14.9% can be explained by other factors beyond the scope of the current study.

4.4.2 ANOVA

The study carried out an ANOVA at 95% level of significance. The findings of $F_{Calculated}$ and $F_{Critical}$ are as shown in Table 4.12.

Table 4.12: ANOVA

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	1024.044	4	256.011	77.019	.000[b]
Residual	166.201	50	3.324		
Total	1190.246	54			

The findings show that F $_{Calculated}$ was 77.019 and F $_{Critical}$ was 2.5571, this show that F $_{Calculated}$ > F $_{Critical}$ (77.019>2.5571) an indication that the overall regression mode was significant for the study. The p value was 0.000<0.05 an indication that at least one variable significantly influenced frim performance.

4.4.3 Coefficients of Regression

The used coefficient of regression to establish the individual influence of the variables to firm performance. The findings are indicated in Table 4.13.

Table 4.13:Coefficients of Regression

	Unstandardized Coefficients		Standardized Coefficients		
Model	**B**	**Std. Error**	**Beta**	**T**	**Sig.**
(Constant)	13.652	2.805		4.866	.000
M-Commerce	1.462	.120	.029	12.183	.001
Website Marketing	3.061	.139	.003	22.019	.005
Social Media	2.190	.162	.359	13.519	.000
Email Marketing	1.921	.165	.265	11.645	.000

The resultant equation was

$$\mathbf{Y= 13.652+ 1.462X_1 + 3.061X_2 + 2.190X_3 + 1.921X_4}$$

Where: X_1 = mobile phone marketing

X_2 = website marketing

X_3 = Social media marketing

X_4 = email marketing

The study found out that by holding all the variables constant, firm performance would be at 13.652. A unit increase in M-Commerce when holding all the other variables constant, firm performance would be at 1.462. A unit increase in website marketing while holding other factors constant, firm performance would be at 3.061. A unit increase in social media while holding other factors constant, firm performance would be at 2.190. A unit increase in email marking while other factors are held constant, firm performance would be at 1.921.

The finding pointed out that M-commerce had a p value of $0.001<0.05$ an indication that m-commerce significantly influenced fashion industry performance in Nairobi City. This is supported by Arunga and Kahora (2007) who concluded that sole proprietors and small businesses in Kenya benefited hugely from the mobile phone revolution as they are able to make savings and gain access to more customers and new services.

The study established that website marketing had a p value of $0.005<0.05$ an indication that the variable significantly influenced performance of fashion industries. This is supported by Khraim (2015) who stated that firms with higher rankings for their websites appear at the top of the search result page, and more frequently, the greater the likelihood that potential customers would visit these sites.

The study showed that social media had a p value of $0.00<0.05$ an indication that the social media significantly influenced performance of fashion industries in Nairobi. This is supported by Kimani (2014) who asserts that social media marketing positively influences performance of a company by placement of advertisements on social media sites; creating Facebook, Twitter and Instagram pages for companies where people can interact with the company and the company can promote their products and services.

The study established that the p value of email marketing was $0.00<0.05$ an indication that the variable significantly influenced performance of fashion industries in Nairobi. This is supported by Jalango' (2015) who asserts that the usage of digital marketing was found to have improved customer experience and customer interaction and reduce operating and advertising costs.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary of the findings; conclusion and recommendations are based on the findings and interpretation of the variables in chapter four. Suggestions for further studies are also provided.

5.2 Summary of the Findings

The main objective of the study was to establish the influence of digital marketing strategies on performance of Fashion Industry in Nairobi City County, Kenya. The study specific objectives were to establish the influence of m-commerce marketing, website marketing, social media marketing and email marketing on the performance of the fashion industry in Nairobi City County, Kenya. The study had a coefficient of correlation R of 0.928 an indication of strong positive correlation between the variables and coefficient of adjusted determination R^2 was 0.851 which changes to 85.1%.

5.2.1 M-commerce marketing and performance of fashion industry in Nairobi County

The study established that m-commerce had a positive significant influence on performance of fashion industries in Nairobi. This show that the both variables moves consequently hence an increase on sales on m-commerce influences financial performance. The study indicated taht a good investment on proper database of the company influences better performance of the company.

5.2.2 Website Marketing and Performance of Fashion Industry in Nairobi County

The study established that website marketing positively influenced performance of fashion industries. This implies that both variables move in tandem. The study therefore established that website allowed interaction between firm and clients. This shows that proper adoption and application of website by the company positively influences performance.

5.2.3 Social Media Marketing and Performance of the Fashion Industry in Nairobi County

The study pointed out that social media significantly influenced performance of fashion industries. This show that an increase in social media marketing lead to an increase in performance of fashion industries. Therefore, social media accounts have improved of clients with staffs influencing a positive influence on performance.

5.2.4 Email Marketing and Performance of the Fashion Industry in Nairobi County

The study concludes that email marketing significantly influenced performance of the fashion industries. The study established that an increase in email marketing influenced an increase in performance. The study pointed out that new products were marketed through the email and email was used to promote effective interaction between firm employees and client.

5.3 Conclusion

In view to m-commerce, the study concludes that firm received orders and feedback from clients over the phone, fashion industries reminded their clients of their operations through phone calls and SMSs and informed customers of their existing stock through short text messages. Fashion industries had a database of all the phone contacts of their clients, customers got in touch with fashion industries through phone contacts and mobile communication was reliable.

On website marketing the study concludes that fashion industries enterprise had a functional website, the website was interactive and friendly to the users and clients and all firm products and services were posted on the website. Fashion industries' website allowed interaction between the firm employees and clients, clients placed orders on the website to fashion industries and the management of fashion industries posted updates on new products, location and promotions on the website.

In regard to social media the study concludes that fashion industries responded to client requests in time, social media accounts had improved the interaction of clients with staff and social media used had enhanced customer service. Fashion industries firm accounts were always updated, fashion industries had an account in all the common social media platforms and firm products were advertised on the social media walls platforms. Fashion industries interacted with clients on the social media platforms and orders were placed by clients through chats and posts.

5.4 Recommendations

The study recommends that fashion industries ought to have an effective database of all the phone contacts of their clients, fashion industries ought to get in touch with clients through phone contacts and mobile communication between firm employees and clients ought to be always effective and reliable. Firm ought to receive orders and feedback from clients over the phone, fashion industries ought to remind their clients of their operations through phone calls and SMSs and inform customers of their existing stock through short text messages.

The study recommends that fashion industries enterprise ought to have a functional website, the website ought to be interactive and friendly to the users and clients and all firm products and services ought to be posted on the website. Fashion industries' website ought to allow interaction between the firm employees and clients, clients ought to place orders on the website to fashion industries and the management of fashion industries ought to post updates on new products, location and promotions on the website.

The study recommends that fashion industries ought to respond to client requests in time, social media accounts ought to improve the interaction of clients with staff and social media ought to enhance customer service. Fashion industries firm accounts ought to be always updated, fashion industries ought to account in all the common social media platforms and firm products ought to be advertised on the social media walls platforms. Fashion industries ought to interact with clients on the social media platforms and orders ought to be placed by clients through chats and posts.

5.5 Suggestions for Further Studies

Digital marketing strategies on performance of fashion industries should be investigated so as to establish if all fashions industries in Nairobi face similar challenges in digital marketing. The main objective of the study was to establish the influence of digital marketing strategies on performance of Fashion Industry in Nairobi City County, Kenya, future research should be carried out on fashion industries on a different County. The coefficient of adjusted determination R^2 was 0.851, therefore, the residual of the study was 14.9% and can be explained by other factors beyond the scope of the current study that future scholars should focus on.

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APPENDICES

APPENDIX I: INTRODUCTION LETTER

Jane Ross

Kenyatta University,

P.O. Box 702 – 60100,

NAIROBI.

RE: <u>Request to fill in the Questionnaire</u>

Dear Respondent,

I am a graduate student at Kenyatta University, carrying out research on the influence of digital marketing strategies on the performance of the fashion industry in Nairobi City County. This is in partial fulfilment of the requirement of the Master of Business Administration degree program at the Kenyatta University.

You have been randomly selected among many to participate in this study. It is estimated that it will take less than twenty (20) minutes of your time to complete the questionnaire. Please respond as honestly and objectively as possible. Your participation is very essential for the accomplishment of this study and it will be highly appreciated. I guarantee that the information that you will provide will be treated with the utmost confidentiality and will be used only for academic purposes.

This is an academic research and confidentiality is strictly emphasized, your name will not appear anywhere in the report. Kindly spare some time to complete the questionnaire attached.

Thank you.

Yours faithfully,

Jane Ross

APPENDIX II: QUESTIONNAIRE

I am a student at Kenyatta University taking an MBA course. As part of my academic requirements I am carrying out a study on "Digital marketing strategies and performance of fashion industry in Nairobi City County, Kenya". Please assist in filling this questionnaire to enable me complete writing this research. Thank you.

Please answer all Questions by inserting a TICK where appropriate or alternatively please write in the space provided.

SECTION A: PERSONAL DETAILS

1. Your age in years;

a) 20 – 30 ( ) b) 30-40 ( ) c) 40 -50 ( ) d) 50 and above ( )

2. Please indicate the number of years you have worked in this industry.

Less than 5 years ( ) b) Between 5-10 years ( )

c) Between (11-15 years ( ) d) Over 15 years ( )

3. What does your enterprise(s) deal with?

…………………………………………………………………………………………………..

4. How many employees does your enterprise have?

5. What is the type of ownership does your enterprise have? ☐

Sole Proprietorship ☐

Partnership ☐

Company ☐

Other (specify) ☐

6. Categorize your enterprise on the following scale

Medium ☐

Established and large ☐

Other (specify) ☐

SECTION B: Mobile Telephony/M-Commerce and Performance

6. Please indicate the extent to which you agree with the following statement relating to the

adoption of m-commerce marketing strategy in your enterprise. Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
We have a database of all the phone contacts of our clients					
Our customers get in touch with us through phone contacts					
Our mobile communication is reliable					
We inform customers of our existing stock through short text messages					
We get orders and feedback from clients over the phone					
We remind our clients of our operations through phone calls and SMSs					
Volume of clients who rely on our m-commerce platform are many					

SECTION C: Website marketing and performance

7. Please indicate the extent to which you agree with the following statements regarding the use of website marketing strategy in your firm.

Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The enterprise has a functional website					
The website is interactive and friendly to the users and clients					
All firm products and services are posted on the website					
Client feedback and orders are responded to on the website					
The website allows interaction between the firm employees and clients					
Clients place orders on the					

website					
The management posts updates on new products, location and promotions on the website					

SECTION D: Social Media Marketing and performance of fashion industry players

8. Please indicate the extent to which you agree with the statements with regard to the use of social media marketing strategy in your enterprise.

Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	**Strongly Disagree**	**Disagree**	**Neutral**	**Agre e**	**Strongly Agree**
The firm has an account in all the common social media platforms					
Firm products are advertised on the social media walls					
The firm interacts with clients on the social media platforms					
Orders are placed by clients through chats and posts					
The firm responds to client requests in time					
Social media accounts have improved the interaction of clients with staff					
Social media use has enhanced customer service					
The firm accounts are always updated					

SECTION E: Email Marketing and Performance of SMEs

7. Please indicate the extent to which you agree with the following statements regarding use of email marketing strategy in your enterprise

Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	**Strongly disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The firm has an active email account					

The enterprise corresponds with clients via emails					
Email use by clients is high					
Most orders are place via email					
New products and services are marketed to clients through email					
Email use promotes effective interaction between employees and clients					

SECTION F: Firm Performance

8. Please indicate the extent to which you agree to the following statements regarding performance of your enterprise.

Where; Strongly agree=5, Agree=4, Neutral=3, Disagree=2 and Strongly Disagree=1

Indicator	**Strongly Disagree**	**Disagree**	**Neutral**	**Agree**	**Strongly Agree**
The volume of sales of the firm has increased with employment of digital marketing					
The number of clients has significantly increased					
Customer service has increased with digital marketing					
Our market share has gone up					
Firm profitability has increased					
With digital marketing our firm is highly competitive					
Customer loyalty has improved					
Our capacity to handle more clients has improved with digital marketing					