

**DIGITAL MARKETING STRATEGY AND SALES PERFORMANCE OF SAFARICOM  
PUBLIC LIMITED COMPANY, KENYA**

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**DECLARATION**

This project is entirely my own work, and it has not been submitted to any other institution for the award of a certificate. As a result, no one should use the content in this project without the author's permission.

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It is my confirmation that I have supervised this project and now declare that it can be submitted for examination

Sign:..... Date:.....

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## **DEDICATION**

The study is a dedication to my Dad and late mum (Nyabar), My wife Cecilia who give hope and support, My beloved kids: Jasmine, Taliah and Shanaya. Finally, my beloved brothers and sisters; Joyce, Eunice, Felix, Dolphine, Winnie and Jackline.

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## **ABBREVIATIONS AND ACRONYMS**

<b>B2B</b>	Business to Business
<b>B2C</b>	Business to Consumer
<b>CBD</b>	Central Business District
<b>DOI</b>	Diffusion of Innovation
<b>SMS</b>	Short Message Service
<b>TAM</b>	Technology Acceptance Model

## OPERATIONAL DEFINITION OF TERMS

**Affiliate marketing strategy** An advertising method whereby a company pays third-party publishers to produce traffic or lead in its products and services. In this study affiliate marketing was measured in terms of marketer, public relations and sales promotion.

**Content marketing strategy** A method that focuses on the creation and distribution of contents aimed at attracting and retaining a defined audience thus get profitable customers. Content marketing was measured in terms of storytelling, information sharing and customer relationship.

**Digital marketing strategy** Describe a series of activities that make use of online marketing channels to accomplish a variety of goals. The variable was measured in terms of social media marketing platform, content marketing strategy, email marketing and affiliate marketing.

**Email marketing strategy** A planned method identified by the person who is carrying out the advertising activities by utilizing it in achieving the set purpose of the marketing through emails. In this study it was measured in terms of sharing, scalability and flexible design.

**Sales performance** A company's ability to increase product and service sales. The variable was measured in terms of sales revenue, sales team effectiveness and achievement of sales goals.

**Social media marketing platform** Utilization of social media websites and platforms with the aim of promoting the products and services of the organization. In this study it was measured in terms of cost minimization, interactivity and customer service.

## ABSTRACT

Technology is rapidly changing, and companies in the telecommunications industry must remain adaptable to remain competitive. When it comes to spreading brand awareness in the appropriate target market, marketers today face a constant challenge. In recent years, the digital market and marketing techniques have evolved dramatically, and they continue to evolve to meet the needs of today's addressable market. Therefore, this study investigated the influence of digital marketing strategy on sales performance of Safaricom Public Limited Company, Kenya. The study specific objectives were to examine the influence of social media marketing platforms, content marketing strategy, email marketing strategy and affiliate marketing strategy on sales performance. The theories that guided the study include; technology acceptance theory, uses and gratification theory, diffusion of innovation theory and agency theory. This study employed a descriptive research design. The study targeted marketing department of Safaricom Plc in Nairobi City County, Kenya. The study's population consisted of 100 sales managers and 2000 sales representatives from the organization marketing department. Stratified sampling technique was used to put the respondents into two categories to ensure that all the respondents are adequately represented. Simple random sampling method was used to select the respondents. The sample size was 210 respondents comprising of the 10 sales managers and 200 sales representatives. The data collection instrument used was a structured questionnaire. Pilot study was conducted at Airtel Kenya consisting of 20 respondents to test that valid and reliability of the questionnaires. Content validity was evaluated by including the items in the questionnaire through their observation as a research expert to rate them based on their relevance and representation to the content domain. Cronbach alpha test was used to check for reliability of the questionnaires. The study obtained quantitative data which was analyzed using descriptive statistical analysis including mean and standard deviation. The results of the findings were presented in terms of tables and figures. The study further carried out inferential statistics involving correlation analysis and multiple regression analysis to find out the extent to which variables influence each other. The study established that social media marketing platforms, content marketing, email marketing strategy and affiliate marketing had a positive and significant influence on the sales performance. The study concluded that Safaricom has used social media marketing channels to increase revenue, attract traffic to websites, promote its brand, and form long-term relationships with its consumers. Safaricom has been using content marketing in increasing the brand's knowledge, trust and loyalty together with reaching customers who are potential in using the ad blockers or purposefully in avoiding or ignoring odd advertising methods. Safaricom has been able to operate at a cheaper cost than traditional marketing channels thanks to its email marketing strategy and Safaricom has been able to successfully advance an item with a low financial plan, low performance and time, and a low degree of hazard while guaranteeing exceptional yield on venture, expanded item mindfulness, and business development through affiliate marketing. The study recommended that Safaricom has to figure out which social media channel their target audience spends the most time on. Regardless of their overall level of content marketing performance, Safaricom should focus on creating an audience and examine whether their thoughts are flowing and being captured in order to improve their overall success. The organization should personalize email messages by using customer data to create a personalized message and segment its customers in terms of industry, size and sales cycle. Finally, the study recommended that the organization should select the right affiliates by determining the niche and work with affiliates under the same field of interest or who have an audience that matches the organization's target segment.

## **CHAPTER ONE: INTRODUCTION**

### **1.1 Background to the Study**

The complexity of competitive markets that made the organizations to put much focus on optimizing performance in order to gain a competitive advantage. Because organizations must fight unnecessary costs in order to get the most bang for their buck. The sales process can provide the desired advantage by increasing the efficiency of the expected outcomes (Barling & Beattie, 2017). According to Brown and Peterson (2018), the ability to interpret and analyze opportunities is defined as sales process effectiveness. This process allows for more accurate sales forecasting, and managers can provide assistance when critical opportunities require extra attention. As a result, organizations must understand the fundamentals of measurement in order to achieve success in the sales process.

The advent and internet acceptance within industry has removed the barriers of time, distance, and communication, transforming the world into a small village. Major changes are taking place in the way businesses are being designed for success in today's economy (Kannan, 2017). According to Yasmin, Tasneem, and Fatema (2018), the coming of digital advertising from 1990s and 2000s has drastically changed the way in which utilization by the organization on marketing their brands and promoting them through these advanced innovations. According to Yasmin, Tasneem, and Fatema (2018), digital marketing campaigns are booming and flourishing as computerized discussions become progressively incorporated within the daily advertisement methods, and as persons use advanced devices against the virtual stores. As a result, digital marketing strategies around the world are fundamentally changing and will continue to change the mindset of marketing and performance in global markets.

The sector of marketing through digital platforms has come up with various channels of digital marketing that are assisting the marketers to reach the intended audience and thus become attracted to their products and services they are advertising (Chaston & Mangles, 2015). In addition, Chaston and Mangles (2015) recognize that digital marketing creates a need for a product to establish a strong online presence and produce an image that is relevant to the platform used and their vision and mission. Sheth and Sharma (2017) point out that because digital media is everywhere, consumers can have data anytime at any point. Internet use continues to grow globally, as digital becomes the most important source of competitive profit in both B2C and B2B marketing. As a result, much emphasis has been placed on the great opportunities offered by digital marketing.

According to Jobber and Ellis-Chadwick (2015), organizations want to increase sales to increase their resources and market size. Because of market rivalry, a few techniques are being created to maintain after attracting customers to increase sales and thus remain on a profitable path. Marketing development, on the other hand, depends on the marketing skills of business organizations. As a result, the marketing concept is based on the idea that the app helps to improve business performance. In addition, marketing is considered a business test to determine the impact of its use on key business entities such as market share and sales growth. As a result, organizations ought to develop to ensure market survival and remain relevant to a competitive market.

According to Waghmare (2016), India's leading advertisers are now starting to advertise online. Indian businesses are also interested in promoting their products or services online. At the moment, the financial sector is at the forefront of online advertising, accounting for nearly half of total online advertising in India. According to Khan and Mahapatra (2019), a large population

with steadily increasing purchasing power has resulted in the emergence of an exceptionally large and lucrative market. This bodes well for the Indian advertising industry, which is now making use of the gains from the internet in enhancing their growth. It could be argued that the role of digital marketing has aided India's development.

According to Is-haq (2019), reception of digital marketing instruments, for example, email, full site design improvement, per-click installment, and internet publicizing can considerably expand the sales of Nigerian telecommunications companies. Though, in order for these companies to maintain improved sales in the sector, they must utilize more than one advanced instrument as a feature of their marketing strategy. According to Olowe, Moradeyo, and Babalola (2015), it is critical for Nigerian telecommunications companies to understand whether digital marketing will contribute to increased product sales in a competitive environment, impact their business through product promotion, and increase sales.

According to Ng'ang'a (2016), marketing is a significant undertaking in any business, especially in telecommunications companies in Kenya, since it permits an organization to zero in on their clients, what they need and need, and how to tell them they have those items so they can sell. The achievement or disappointment of a business is dictated by whether its advancing undertakings reflect the necessities of its clients and the profits it will make from its products or services; it is therefore important that Kenyan telecommunications companies apply current and responsive exhibiting frameworks to the changing necessities of their clients.

### **1.1.1 Sales Performance**

Compared to different times, sales performance defines collection styles in terms of revenue. This can take a way of giving consumers the product or the service they want. A service has any function or benefit provided from one part to another that is intangible and does not cause

ownership of anything (Kotler & Armstrong, 2013). Marketing and sales alignment, according to Magandini and Tendai (2015), is critical for any successful organization. The company benefits from developing a common language and establishing respect and trust between the sales and marketing teams. As a result, each department must understand what the other is doing while encouraging open communication, which results in shared agendas.

Essentially, sales performance is a result of the implementation of a strategic role by marketers with a certain attitude, behavior, and work ethic, such as professionalism or aggression (Spiro & Rosann, 2016). According to Baldauf, Cravens, and Piercy (2018), sales performance consists of two concepts: the sales force's behavior and the results acquired by traders. The performance of a sales force is a level at which retailers can perform tasks or perform efficiently, responsibly, and efficiently.

Sales performance management is a systematic process of managing vendors and teams that includes defining and clearly communicating marketing strategies and objectives, as well as defining roles and responsibilities and marketing processes that are consistent with how a company aims to deliver value to its customers. expectations for clear, practical, consistent and business-oriented performance, and management management leadership, systems, processes, and tools to ensure high performance.

The main goal of every organization is to increase sales volume, based on sales and profits. As capacity increases, profits increase, and management in organizations becomes easier (Plank & Reid, 2016). Sales metrics related to sales success, according to Kuster and Canales (2018), should reasonably follow from marketing strategies. A mature company with a portfolio of different products will have a very different marketing strategy than a new company compared to

selling only one product. As a result, sales metrics describing the success of each sales force should reflect the realities of what is expected to achieve sales potential. Sales performance will be measured in this study in terms of sales team effectiveness, sales revenue, and achievement of sales goals. In this study, sales performance was measured in terms of sales revenue, sales team effectiveness and achievement of sales goals.

### **1.1.2 Digital Marketing Strategy**

Digital marketing strategy refers to the usage of digital channels such as the internet to promote, endorse and market a company's products or services (Chaffey & Ellis-Chadwick, 2019). Digital marketing strategies, according to Lee and Kim (2019), enables firms to target a certain segment of customers by using a particular marketing method in regard to age groups, socialization, preference and their financial capability. Companies that use digital marketing strategies can also save money on marketing because digital marketing has a significant cost maximization compared to traditional channels of marketing. According to Lee and Kim (2019), various digital marketing strategies exist, including social media marketing platforms, content marketing strategy, email marketing strategy, and affiliate marketing, which will form the basis of this study.

According to Barefoot and Szabo (2016), social media marketing forums is a process in which strategies are developed and used to drive website traffic or gain online consumer attention through various social media platforms. Social media marketing is a new and developing way for organizations to effectively arrive at designated clients. According to Gurau (2018), social media marketing is the utilization of online media stages to advance the business and its items. As a result, by empowering clients to impart messages to impacted individuals, web-based media

promoting has presented another idea of descriptive and trusted distribution on social media and mass marketing.

According to Rowley (2018), content marketing is a strategy linked to the effectiveness of digital marketing because it entails delivering the content that organizational clients are looking for in the places that they are looking for it. Content marketing makes the organizational brand more relevant and visible to the target consumers. According to Holliman and Rowley (2019), creating consistently accessible content when the client is looking for feedback can have an impact on the productivity of the organization. Providing free advice, education, and practical solutions without the sale price builds trust in your expectations and customers. Trusted relationships are more likely to go beyond free advice and have beneficial relationships with your company.

According to Rettie and Chittenden (2014), Email marketing is a type of push marketing in which advertisers rent an email list and send a specific gift to a specific audience. Email marketing involves direct distribution of a marketing message to a number of individuals by means of email in order to serve advertisements, solicit sales or donations, solicit business, or build trust, trust, or product awareness among potential customers. According to Zhang, Kumar, and Cosguner (2017), email marketing is viewed as modest contrasted with different types of computerized showcasing, and is a speedy way of imparting a message like a price proposition to existing or potential customers. As a result, the success of email marketing depends on the language and the visual appeal used.

In order to develop collaborative marketing strategies, a company must first determine the best possible markets to select the right tool to persuade potential customers to use their products(Ekankuma & Henry, 2016). According to Ekankumo and Henry (2016), running a

successful online store necessitates constant information flow. This data provided by affiliate marketers allows the company to create exceptional product services, which increases her sales volume and profit margin. Many businesses are talking about expanding their business when it comes to the use of affiliate marketers, all of whom are not using online tools such as social media, media, and other tools available to advertise their company.

### **1.1.3 Safaricom Public Limited Company**

Safaricom Public Limited Company (PLC) is a Kenyan publicly traded mobile network operator based in Nairobi, Kenya. It is a significant broadcast communications supplier in Kenya and is one of the most productive organizations in the Middle East and Central Africa. PDAs, portable exchanges, buyer gadgets, online business, distributed computing, information, music web based, and fiber optic administrations are for the most part accessible in the organization. With an estimated 35.6 million subscribers, Safaricom has controlled about 64.5 percent of the Kenyan market since 2020. Safaricom has 69.2 percent in the voice market and 92.2 percent in the SMS market (Safaricom PLC, 2020).

Safaricom PLC has begun a journey of digital transformation, rethinking and digitizing its operations, products, and services to enable its customers' digital lifestyles. Marketing, customer service, and sales are among the operations that have been digitized by the company and have been synchronized with new digital models. As more of its customers go online, there is a greater emphasis on online marketing; increased use of self-service channels such as the mySafaricom App (+700k daily users), Voice Biometrics (+1.5m enrollment), Chatbot (102k unique users), and the launch of sales force automation in over 200,000 outlets. As a result of all of this, agile working methods have emerged (Safaricom PLC, 2020).

## **1.2 Statement of the Problem**

Technology is rapidly changing, and companies in the telecommunications sector must remain adaptable in order to stay competitive. Among the trends confronting the telecommunications industry are continued strong growth in the need for connectivity, high competitiveness, continuous security challenges, and continuous innovation in devices and services, customer expectations, and cost savings (Amah, Ogunnaike, Ayeni & Ojo, 2017). To meet the changing needs of its customers, Safaricom has been diversifying its services and product offerings. However, increased competition from other mobile telecommunications firms has caused Safaricom to fall short of its sales targets. However, through the cost leadership pillar of our strategy Safaricom saw opex decline 3.2% YoY, driven by smart procurement, digitisation and operating model transformation. In addition, EBIT recorded a decline of 5.3% YoY driven by loss of revenue from zero-rating M-PESA transactions which weighed heavily on the bottom line.

Marketers today face an ongoing challenge when it comes to distributing product awareness in the appropriate target market. There has been a challenge in the identification of the best suitable targeted segment by the marketers since there is continuous growth of the number of those who are using the internet every day who have varying needs at any given time (Mbithi, 2017). According to Jovicic, Li, and Richardson (2018), most advertisers are now facing the challenge of making their product stand out in the sea of information available online. This is due to the fact that new technologies and strategies differ in their application and impact, posing new challenges for modern marketing and sales leaders. This ultimately leads to the difficulty of conducting a product awareness campaign or finding new customers. Digital markets and marketing strategies have changed dramatically in recent years, and they continue to evolve to meet the needs of

today's market that can cope. As a result, it is important for their advertisers to keep up with these changes.

Onyango (2016) investigated how digital marketing strategies affects performance and discovered that the digital marketing strategies used by the flower firms correlated strongly their performance. However, the study context was Kenyan cutflower exporting firms. The findings of Is-haq's (2019) study on the relationship between digital marketing and sales improvement show that SMEs adoption of digital marketing tools like emails, search engine optimization, per-click payment, and online advertising significantly increased their sales. However, the study context was in Nigerian Small and Medium Enterprises. Kasimu (2017) study focused on how performance of the top 100 small and medium enterprises was affected by the digital marketing strategy and discovered that their performance was significantly affected by the strategies adopted in marketing their products. However, the study used a purposive method to select respondents, which may have resulted in sample bias. The studies mentioned above were conducted in various study contexts and with various methodologies. As a result, the purpose of this research was to determine the impact of Safaricom Public Limited Company's digital marketing strategy on sales performance in Kenya.

### **1.3 Objectives of the Study**

#### **1.3.1 General Objective**

The general objective of this study was to investigate the influence of digital marketing strategy on sales performance of Safaricom Public Limited Company, Kenya.

#### **1.3.2 Specific objectives**

The study was guided by the following specific objectives:

- i. To examine the influence of social media marketing platforms on sales performance of Safaricom Public Limited Company, Kenya.
- ii. To establish the influence of content marketing strategy on sales performance of Safaricom Public Limited Company, Kenya.
- iii. To identify the influence of email marketing strategy on sales performance of Safaricom Public Limited Company, Kenya.
- iv. To find out the influence of affiliate marketing on sales performance of Safaricom Public Limited Company, Kenya.

#### **1.4 Research Hypotheses**

**HO<sub>1</sub>:** There is no significant relationship between social media marketing platforms and sales performance of Safaricom Public Limited Company, Kenya

**HO<sub>2</sub>:** There is no significant relationship between content marketing strategy and sales performance of Safaricom Public Limited Company, Kenya.

**HO<sub>3</sub>:** There is no significant relationship between email marketing strategy and sales performance of Safaricom Public Limited Company, Kenya.

**HO<sub>4</sub>:** There is no significant relationship between affiliate marketing and sales performance of Safaricom Public Limited Company, Kenya.

#### **1.5 Significance of the Study**

The company would benefit from the findings by shedding light on how digital marketing strategies affect sales performance. Other Kenyan telecommunications companies would gain a better understanding of how digital marketing strategies affect sales performance in an ever-changing economic environment. This study would also be useful to the government and

policymakers because they would learn how digital marketing strategies affect sales performance in Kenya's telecommunications industry. Furthermore, the study would bring a positive contribution to digital marketing and organizational sales performance, as well as stimulate further research in this area by proposing future related studies.

### **1.6 Scope of the Study**

The study was done in Safaricom Plc. Social media marketing platforms, content marketing strategy, email marketing strategy, and affiliate marketing were measures of digital marketing strategy. The respondents were sales managers and sales representatives. Structured questionnaires were used to collect data. Sampling of the population was through stratified method and respondents were randomly selected after being stratified sampled. Descriptive and inferential statistics was used in analysing data. The company's sales performance was based between 2016 to 2020.

### **1.7 Limitations of the Study**

Respondents' unwillingness to reveal data related to the organization could limit the study's scope. But, the respondents were assured that any data given is treated with utmost secrecy and would not be shared with third parties. Respondents' hectic schedules could have an impact on the data collection process. To address this, questionnaires were emailed to respondents, who were asked to return them to the researcher's email address once they have completed them.

### **1.8 Organization of the Study**

The project is composed of five chapters whereby chapter one addresses the study's background, problem, objectives both general and specific, questions, significance, scope and limitations. Chapter two highlights the theories anchoring the study, review of empirical researches, identification of gaps and conceptual framework. Chapter three provides the study's design,

population, sampling and determination of a sample, instruments, piloting, procedures in collecting data, analysis of data and ethical concern. Chapter four addresses the research findings and discussions and chapter five covers the summary of the findings, conclusions, recommendations and suggestions for further studies.

## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter presents literature regarding digital marketing strategy and sales performance to justify the need for the study. The sections of the chapter includes; theoretical literature review, empirical literature review, summary of literature reviewed and research gaps and conceptual framework.

### **2.2 Theoretical Literature Review**

The theories are discussed in this section that will be used to guide the research, which include the technology acceptance theory, the uses and gratification theory, and the diffusion of innovation theory.

#### **2.2.1 Technology Acceptance Model**

In 1985, Fred Davis proposed a technology adoption model. The Technology Acceptance Model (TAM) assumes that when new technologies are developed and delivered to users, their takeover is mediated by three major factors: perceived as useful, thought-provoking, and the user's attitude towards use. According to Acheampong, Zhiwen, Antwi, Otoo, Mensah, and Sarpong (2017), attitudes, beliefs, and finally planned behavior determine whether an individual will use a given technology. This means that before any technology can be approved and used, people must first evaluate its usefulness, determine how it will be used, and develop an attitude that will determine whether the technology is acceptable or not.

According to Wu and Chen (2017), TAM's thoughtful use helps the organization in determining how a digital marketing strategy can help a company achieve its marketing goals. The model enables businesses to select the best marketing strategy to target a specific market segment. Similarly, a customer base's attitudes toward a particular digital technology. For example, social

media or emails can help a company decide which digital marketing strategy to use for maximum market penetration. In addition, the TAM model is a process in which users of a particular technology begin to develop an attitude about it before fully using it. TAM is applicable to digital marketing in this regard. This theory lends support to the email marketing variable.

### **2.2.2 Diffusion of Innovation Theory**

Rodgers' (1983) Diffusion of Innovation (DOI) theory explains the need and the reasons of the new innovations have been adopted. DOI believes that new design will be conveyed through certain systems and channels. The model demonstrates that adopting technology has a normally distributed curve for a given period of time. According to DOI, the acquisition process is divided into five categories: founders, first responders, first majority, late drinkers, and participants, where innovators are the first to adapt and discarded are the last to adapt. At the organizational level, the attitude of the leaders to change influences the process of acquisition, the internal structure of the organization, and the openness of the system. According to Oliveira and Martin (2019), technology, organization, and the environment contribute to the adoption and implementation of new innovations at a firm, DOI-compliant level, emphasizing internal and external firm characteristics as factors influencing organizational formation.

Theory is important for research because it explains how consumers will quickly adopt a new product or service. As a result, theory assists the persons concerned with marketing in understanding the way emerging trends and companies determine the chances of success or failure to launch their new product. This vision helps organizations understand how consumers adopt and engage with new products or technologies over time. In addition, the theory may be used by an organization to introduce a new product or service, to improve the situation, or to

introduce an existing product to a new market. This theory supports the content marketing strategy variable.

### **2.2.3 Uses and Gratification Theory**

Katz and Blumer proposed the theory of uses and gratification (1974). Some fundamental assumptions underpin the theory. One is that the audience is envisioned as being active. The assumption is based on the idea that viewers are goal-oriented and use media sources to help them achieve their goals. Another assumption in the process of mass communication is that the audience member takes the initiative in connecting need gratification and media. As a result, people use media more effectively than the media uses them. The other assumption is that the majority of the media's goals can be derived from data provided by individual audience members. The research seeks to provide a better and more comprehensive understanding of customer preferences on social media by employing theory.

The theory of uses and gratification explains how organizations use media to gratify their needs; how customers understand the motivations for media behavior; and the identification of functions or consequences that flow from needs, motives, and behavior (Rubin, 2002). The use of this approach, according to Ko (2005), aids in understanding why organizations actively seek or use a specific media to meet a common need. It is also considered that the audience plays an active role in media choice; individuals want, engage, and use the media to meet specific needs. Social media attracts users by providing value or gratification through its content.

The customer's desire to use any social media channel would be linked to the satisfaction obtained from using the channel. As a result, the social media channel with the most users would have a higher gratification, which is associated with increased sales performance for Safaricom Plc. As a result, the content must be designed in such a way that it adds value to individual

consumers in order to foster an increased level of involvement and improved sales performance for the organization. This theory backs up the social media marketing strategy variable.

#### **2.2.4 Agency Theory**

The agency theory of Meckling and Jensen (1976) is a theory used to make sense of and tackle issues seeing someone between business chiefs and their representatives. Such connections regularly exist between investors, like employee and company leaders, as agents. Agency relations are extensively characterized as any connection between two gatherings where one, the specialist, addressing the other, the principal, within the daily operations. According to Meckling and Jensen (1976), the service is provided by an agent hired by the principals or principals. Agencies are authorized to make decisions about the principal. Since the agents is the one making decisions concerning finances affecting the principal, disagreements, even dissimilarities in priorities and interests in them, may arise. The principal's and agent's interests are not always mutually exclusive in the opinion of the agency. This is also known as the main agent problem.

According to Ross (2003), agency theory addresses conflicts primarily in two important areas: differences in intentions or differences in risk. Corporate executives, for example, may want to expand their business into new, riskier markets in order to increase short-term profits and compensation. Mishra, Heide, and Cort (2008), on the other hand, argue that this may pose an unfair risk to shareholders, who are more concerned with long-term earnings and stock price appreciation. Another major issue frequently addressed by agency theory is inconsistency in tolerance levels between the principal and the agent. This theory is important in research because it has the power to link empirical perception with the general theory of collaborative buying. In addition to offering new approaches to old problems, agency theory can help define individual consumer purchasing benefits by simulating their hidden inspirations and explaining the

necessities and objectives of members in the collaborative purchasing process. This theory explains the variable of affiliate marketing strategy.

## **2.3 Empirical Literature Review**

### **2.3.1 Social Media Marketing and Sales Performance**

Kagundu (2018) conducted a study on the impact of social media marketing on supermarket sales in Nairobi City County, Kenya. Facebook Advertising, Instagram Advertising, and Twitter Advertising were variables used. A descriptive design was done, with 135 retail establishments in Nairobi City County serving as the study population. Baseline data from a structured questionnaire were used. Analysis of data collected was done using descriptive methods. The study discovered that most supermarkets accepted the use of social media marketing, and that respondents' frequent use of various social media platforms had a substantial influence on sales performance. However, the study focused on sales performance in retail stores, which led to a space gap.

Chepkemoi, Zakayo, and Koima (2018) conducted a study investigating the impact of Facebook as a competitive platform for communication marketing for SMEs operating with Nakuru, Kenya. Facebook was one of the study variables. The population comprised of 350 registered small businesses in Nakuru CBD. The sample size for the study was 78 small businesses which were randomly selected. Key data was gathered using structured questionnaires. According to these findings, Facebook as a communication tool for client obtaining is a significant piece of building client connections. However, the study concentrated on Facebook, which is more than just a social media marketing platform, resulting in a theoretical gap.

Sufian *et al.*(2020) investigated the impact of social media marketing on small online business sales performance. The sample contains 150 respondents who own small online businesses who

have become or are uninformed about launching a social media marketing platform for their Malacca-based business. Customer feedback do not directly affect the sales performance; however, communication has, content sharing do not directly affect the sales performance but customer relationships do directly affect the Malacca's small online business operations, according to the research findings. However, the study employed an explanatory research design, resulting in a methodological gap.

### **2.3.2 Content Marketing Strategy and Sales Performance**

The study conducted in Afghanistan by Ahmad and Ilkay (2019) focused on the influence of content marketing on consumer purchasing intentions for home appliances. The survey was conducted among 384 Afghan consumers of home appliances. Selection of a sample was determined through conveniencesampling method. It was observed that content marketing had a substantial impact on the consumers' purchase intentions for home appliances. However, the study focused on home appliance sales performance in Afghanistan, presenting a contextual gap.

Weerasinghe (2019) investigated the impact of content marketing on customer online engagement. Convenience sampling was used to distribute 75 online questionnaire. The descriptive analysis was used in analyzing data together with the bivariate analysis methods. Finally, it demonstrates how content marketing is linked with the customer online engagement. Marketers can offer substantial benefits to the customers through provision of appropriate content that helps them solve some of the most difficult problems they face. The study, however, used convenience sampling to select respondents, resulting in a methodological gap.

Claesson and Jonsson (2017) investigated Content Marketing Confusion on clarifying the critical aspects in content marketing. Based on previous research, using various definitions of marketing strategy. In order to investigate, what is perceived to be significant viewpoints and to acquire

new understanding into the equivocal strategies in marketing. A collection of qualitative data was done through interviewing 7 respondents. The findings show that companies differ, but there is agreement on the most important aspects. However, the study relied on qualitative data, resulting in a methodological gap.

### **2.3.3 Email Marketing Strategy and Sales Performance**

The study by Dugguh, Aki, and Isaac (2018) looked at how email marketing strategy affects business sales performance: a case study of Ashakacem Plc in Gombe, Nigeria. For the review, methodology, and findings, secondary data sources were used. The study discovered that email marketing strategies influenced business sales performance based on secondary data sources. According to the study, Ashakacem Plc should continue to develop planned email strategies that boost investment and economic development. However, the study relied on secondary data, resulting in a methodological gap.

Mwangi (2019) conducted research focusing on email marketing strategies effects on sales performance in hotels in Kenya. To integrate the various components of the study. Use of descriptive research design was done. The population constituted of employees working these big hotels based in Nairobi town. A questionnaire was used in collecting data. The observation was that five-star hotels in Nairobi used information sharing and scalability to significantly increase their sales performance. The study, however, was based on hotel sector, presenting a contextual gap.

Ojwaka and Deya (2018) conducted a research focusing on Kenya's printing companies on how email marketing strategy influences sales performance. A descriptive research design and random sampling method were used to select 25 printing companies in Nairobi, Kenya, and a sample method was used to select 75 executives from 25 selected printing companies. The

observations were that the email marketing strategy positively related with the organization and operations of commercial print firms in Nairobi, Kenya. In contrast, the study was a survey of commercial printing firms in Nairobi, Kenya, revealing a contextual gap.

#### **2.3.4 Affiliate Marketing Strategy and Sales Performance**

Nwogu (2019) investigated the impact of affiliate marketing strategy on the sales performance of online businesses in Nigeria. Three different content providers were interviewed to learn more about their use of affiliate marketing and how affiliate marketing affected sales performance. According to the findings of the study, effective communication is critical for achieving organizational goals. As a result, affiliate marketing is becoming a popular promoting apparatus utilized by practically all web based business organizations in Nigeria to help deals and benefits. However, the study gathered data through interviews, resulting in a methodological gap.

The Gupta and Aggarwal (2018) study focuses on innovating and modeling digital marketing through integrated marketing. So as to reach the goals of research secondary information based was adopted. Previous studies related to this topic and various websites visited in this study. Combined marketing offers a great opportunity to make big money. In affiliate marketing, both parties (Advertiser and Publisher) benefit as the seller gains when his product is sold and the holding companies receive a commission for that purchase.

Suresh, VetriSelvi, Maran, and Shanmuga (2018) studied the impact of affiliate marketing in e-commerce from the customer's perspective. To analyze the consumers' perspectives, an online questionnaire was used in a mixed method approach. This study uses exploratory research in identifying the preference of consumers in online advertising by comparing prices / discounts / offers. The study included 89 respondents (online consumers) from Chennai. Total product value, quality, and it is now time to purchase and promote the product in an easy way to reach

customers online. The study, however, employed exploratory research, resulting in a methodological gap.

#### **2.4 Summary of Reviewed Literature and Research Gaps**

The empirical review highlights studies conducted by various authors on how social media marketing platforms, content marketing strategies, growth marketing strategies, and affiliate marketing strategies influence sales performance. However, these studies were mostly conducted in an international context, with only a few conducted locally using various methodologies. Table 2.1 summarizes the revised literature and identified study gaps. This will serve as a guide for the researcher towards filling the gaps from past researches.

**Table 2.1: Summary of Reviewed Literature and Research Gaps**

<b>Author</b>	<b>Study Focus</b>	<b>Results</b>	<b>Gap</b>	<b>Focus of the present study</b>
Kagondu (2018)	Social media marketing and sales performance	Many supermarkets have adopted the use of social media marketing, and the frequent use of various social media platforms shown by respondents altogether affects promoting performance.	The study concentrated on retail sales performance.	The research concentrated on Safaricom Plc's sales performance.
Chepkemoi <i>et al.</i> (2018)	Facebook's impact on sales performance as a competitive social media marketing tool	Facebook as a social media tool for customer acquisition is an important component in the development of customer relationships.	The study concentrated on Facebook, which is more than just a social media marketing platform.	Other aspects of social media marketing were studied, such as cost reduction, interactivity, and customer service.
Sufian <i>et al.</i> (2020)	Social media marketing and sales performance	Customers' relationships directly impacts sales performance of Malacca's online small businesses.	The explanatory research design was employed.	Descriptive research design was employed
Ahmad and Ilkay (2019)	Content marketing and consumers' purchase intention for	Consumers' purchase intentions for home appliances were significantly and positively influenced	The study concentrated on the performance of home appliance sales in	The research concentrated on the sales performance of telecommunication

	home appliances	by content marketing.	Afghanistan.	s products.
Weerasinghe (2019)	The impact of content marketing on customer online engagement	Content marketing and customer online engagement have a positive relationship.	Convenience sampling used	The census method will be used
Claesson and Jonsson (2017)	Confusion of Content Marketing	There is some differentiation between companies, but there is agreement on the most important aspects.	The study relied on qualitative data.	Quantitative data was utilized.
Dugguh <i>et al.</i> (2018)	Email marketing strategy on Business sales performance	Email marketing strategies had an impact on business sales performance.	The study relied on secondary data.	The study's data was primarily from primary sources.
Mwangi (2019)	The impact of email marketing strategies on sales performance in Nairobi's five-star hotels	The five-star hotels in Nairobi increased their sales performance significantly by implementing information sharing and scalability.	The context was hotel sales performance.	The research basis was on sales performance in the telecommunications industry.
Ojwaka and Deya (2018)	Email marketing strategy and sales performance	Email marketing strategy had a significant positive relationship with the organizational performance of Nairobi-based commercial printing firms.	The study included a survey conducted by printing companies in Nairobi, Kenya.	The case study was Safaricom Plc.

Nwogu (2019)	The impact of affiliate marketing on the sales performance of Nigerian online businesses	Affiliate marketing is a new marketing tool that is being used by almost all e-commerce businesses in Nigeria to increase sales and profits.	Interviews were used to collect data for the study.	Questionnaires were utilized in collecting data
Gupta and Aggarwal (2018)	Reinventing and styling digital marketing through affiliate marketing	Both parties (Advertiser and Publisher) benefit because the seller receives a commission when his product is sold and the holding company earns a commission on which the purchase is made..	Secondary source of data	The study's data was primarily from primary sources.
Suresh <i>et al.</i> (2018)	Impact of affiliate marketing in e-business for consumer's perspective	Total product value, quality, and time to purchase and promote the product in a simple manner in order to reach customers online	The study employed exploratory research.	Descriptive research design was utilized

## 2.5 Conceptual Framework

A conceptual framework provides a description of the method in which variables being investigated are related to one another. The independent variables in Figure 2.1 are the social media marketing platform, content marketing, email marketing strategy, and affiliate marketing, while the dependent variable is sales performance.

### Independent Variables

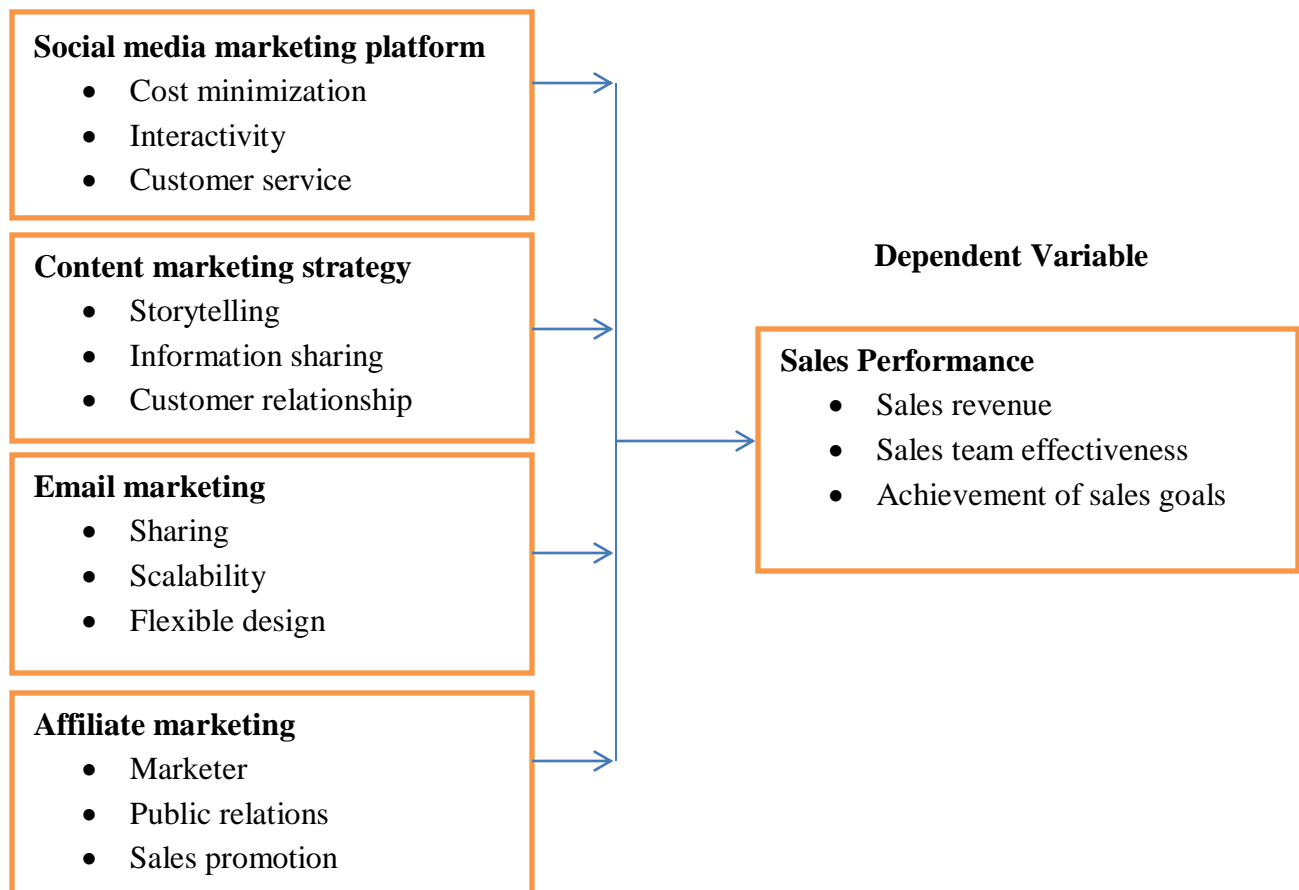


Figure 2.1: Conceptual Framework

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter comprises research design, target population, sampling design and sample size, data collection instruments, pilot study, data collection procedure, data analysis and presentation and ethical consideration.

### **3.2 Research Design**

A design in descriptive research was adopted. This design as Saunders *et al.*(2011) postulate enables that researcher to gather data from a set of population either through interview or administration of questionnaires to them. Also, through the design the researcher can collect data in a large sample size that represents the whole population in a natural set up and without altering their responses. As a result, the study was guided by descriptive research design, which involved gathering data from respondents and analyzing it from their point of view. The justification is that the descriptive research design allows the collection of significant amount of data in an economical and efficient manner and it is a method of research which involves the gathering of data directly from a population or a sample thereof at a particular time.

### **3.3 Target Population**

Population comprises of the total number of persons identified to be studied and that share attributes in common (Mugenda & Mugenda, 2003). This research targeted Safaricom Plc's marketing department within Nairobi City County, Kenya. The research had a population of 100 sales managers and 2000 sales representatives from the organization's marketing department. Because they were directly involved, these respondents were chosen in the organization's digital marketing strategies implementation.

**Table 3.1: Population**

<b>Category</b>	<b>Population</b>	<b>Percentages</b>
Sales manager	100	4.8
Sales representatives	2000	95.2
<b>Total</b>	<b>2100</b>	<b>100</b>

### 3.4 Sampling Design and Sample Size

A research sample design and size is very crucial in the getting a representative number of respondents who can be studied and the findings be generalized to the total population. To guarantee that all respondents are satisfactorily addressed, a stratified sampling technique was used to divide them into two groups. The respondents were chosen using a simple random sampling method. Mugenda and Mugenda (2003) recommend a 10% sample size in descriptive research to be representative of the total population of the study. As a result, a 210 sample size was obtained which constituted of 10 sales managers and 200 sales representatives.

**Table 3.2: Sample Size**

<b>Stratum</b>	<b>Total Number</b>	<b>%</b>	<b>Size</b>
Sales manager	100	10	10
Sales representatives	2000	10	200
<b>Total</b>	<b>2100</b>	<b>10</b>	<b>210</b>

### 3.5 Data Collection Instrument

Questionnaires in a structured form were used in obtaining field data. It was divided into five sections, with part one collecting demographic information from respondents, and parts two through five collecting information about the social media marketing variable, content marketing strategy, email marketing strategy, affiliate marketing strategy, and sales performance, respectively. The questions were graded within five-point likert scale., allowing respondents

show how they agree on the questionnaire items based on how much they agree with them. The questionnaire was distributed to all respondents.

### **3.6 Pilot Study**

A pilot study is made up of a smaller number of the respondents who are obtained from a population with similar characteristic of the targeted population in which a study is done to test the relevance of instrument intended for collecting actual data (Orodho, 2005). A pilot study, Mugenda and Mugenda (2003), note that it consists of one-tenth of the population with uniform characteristics. As a result, 20 questionnaires were piloted at Safaricom, and the respondents were not part of the main research.

#### **3.6.1 Validity**

The test for validity is aimed at checking whether the tool for data collecting data is able to provide data that is reflective of the study's intended purpose (Orodho, 2005). Validity is classified into three types: content, criterion and construct validity. Content validity refers to the level at which the content of the data collection tool fairly represents the whole domain it is intended to. In this study, content validity was determined by having an expert who in this case is the supervisor, was requested to check whether the contents of the questionnaire addressed the study objectives. The content of the questionnaires were ensured to cover all relevant aspects of the subject being measured so as to ascertain that questionnaires cover every applicable subjects measured.

The criterion validity of a measure is an assessment of how well one measure predicts the outcome of another. If the correlation is strong, it is likely that the test will give measures of the intended purpose. Construct validity is the level whereby a measure accurately provides its intended variable is referred to as. In order to assess construct validity, the ratio of measurement

should be assessed in relation to variables known to be related to construction. Only relevant questions that measure known indicators of variables are included in the questionnaire.

### 3.6.2 Reliability

The internal consistency of a questionnaire shall be determined using reliability test described by Yasin *et al.*(2015). Evaluation of the reliability was done using a Cronbach alpha test, using data obtained from the pilot study data by determining a correlation coefficient. If a test score is ranging from 0 - 1, with higher test scores indicating the higher degree in reliability (Mugenda and Mugenda, 2003). As a result, this study will strive for an alpha correlation coefficient of at least 0.7.

**Table 3.3: Reliability Results**

	<b><math>\alpha</math>-Value</b>	<b>Reliable</b>
Social media marketing platform	0.758	Reliable
Content marketing	0.825	Reliable
Email marketing strategy	0.796	Reliable
Affiliate marketing	0.801	Reliable
Sales performance	0.769	Reliable
<b>Aggregate score</b>	<b>0.987</b>	<b>Reliable</b>

**Source: Pilot Study (2022)**

The test was done to determine whether the questionnaire used in data collection was suitable. The 0.7 threshold for Cronbach's Alpha ( $\alpha$ ) was applied where items with  $\alpha$  greater equal to or more prominent than 0.7 would have a much higher reliability value. Table 3.3 indicates the 0.7 threshold was met by all the variables while the overall reliability was 0.987 which was evidence that the questionnaires were reliable.

### **3.7 Data Collection Procedures**

Project approval letter was collected from the university that was used in applying for the NACOSTI permit. These documents were used by the researcher to identify himself to the relevant authorities of the organization. Safaricom Plc administration will be visited for permission to conduct research. The respondents were given ample time based on their work commitments to attend to the questionnaire and the date to collect the questionnaire was determined by the respondents and one of them was appointed and charged with reminding others to attend to the questionnaires on time.

### **3.8 Data Analysis and Presentation**

Data in quantitative form was descriptively analysed using means and standard deviations. Presentation of results was by a table or a figure where applicable which was generated by use of SPSS. In addition, research has performed inferential analysis that includes; correlation and multiple analysis to determine how each variable influences the other and the equation is expressed as follows.

The structure of regressions equation was as follows:

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

Y= Sales performance

X<sub>1</sub>= Social media marketing platform

X<sub>2</sub>= Content marketing strategy

X<sub>3</sub>= Email marketing strategy

X<sub>4</sub> = Affiliate marketing strategy

$\beta_1 - \beta_4$  =coefficients

$\varepsilon$  = error term

### **3.9 Ethical Considerations**

The study participants were provided with sufficient information about the research's objectives, the procedure to be adhered to, the credibility and how the results will be presented. The purpose of this was to enable the respondents to come up with the right decisions of either to participate or not. None of the respondent's name or any other particular details that can lead to revealing the identity of the respondent was allowed in order to ensure confidentiality.

## CHAPTER FOUR: RESEARCH FINDINGS AND DISCUSSION

### 4.1 Introduction

This chapter introduces the analysis of data collected in the field. Response rate is provided, the background information, descriptive statistics and the results of inferential statistics.

### 4.2 Response Rate

The study aimed to collect data from a sample of 210 sample size constituting of 10 sales managers and 200 sales representatives. However, the study did not detect a 100% response rate as there were cases of non-response.

**Table 4.1: Response Rate**

<b>Group</b>	<b>Administered</b>	<b>Returned</b>	<b>%</b>
Sales manager	10	9	90.0
Sale representatives	200	198	99.0
<b>Total</b>	<b>210</b>	<b>207</b>	<b>98.6</b>

**Source: Research Data (2022)**

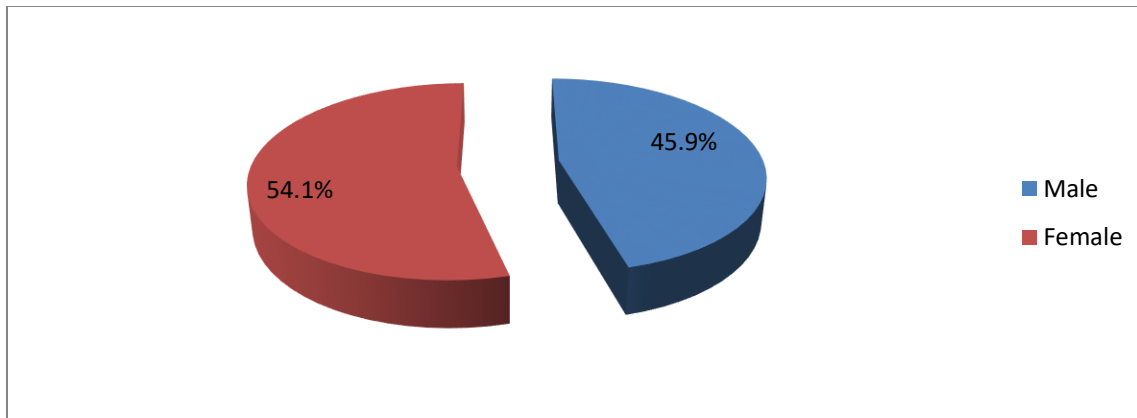
The observation was that one of the sales managers did not return the questionnaire giving an overall response of 90.0% and two of the sales representativeness did not return their questionnaires leading to a response rate of 99.0%. In this way, the research accomplished a response rate of 98.6%. In this case, a response rate of 98.6% is sufficient to draw conclusions and norms from sample estimates according to the suggestions made by Mugenda and Mugenda (2003).

### 4.3 The Respondent's Bio-Data

The bio-data of the respondents focused on the respondents' gender, professional certificate in marketing and the length of stay years in marketing field which is discussed as follows:

### 4.3.1 Respondent's Gender

The following figure describes the gender representation of the respondents in the study.



**Figure 4.1: Respondent's Gender**

**Source: Research Data (2022)**

The illustration of findings in Figure 4.1 prove that the study considered gender representation effectively since the proportion of male and female was 54.1% and 45.9% respectively.

### 4.3.2 Respondent's Experience in Marketing Field

**Table 4.2: Respondent's Experience in Marketing Field**

Years	Frequency	Percentage
Below 5	15	7.2
5-9	36	17.4
10-15	94	45.4
More than 15	62	29.9
<b>Total</b>	<b>207</b>	<b>100</b>

**Source: Research Data (2022)**

The illustration of findings in Table 4.2 proves that the majority (45.4%) of respondents were in the market for a period of 10 to 15 years, with 29.9% of respondents for more than 15 years., 17.4% between 5 to 9 years and 7.2% below 5 years. This is a marker that the greater part of the respondents engaged with the review had remained in the field of advertising for an extensive

stretch of time and therefore, they could respond to the study objectives effectively as they had acquired enough experience in the marketing field. The study further established majority 166(80.2%) of the respondents had attained a professional certificate in marketing while 41(19.8%) had not. This is an indicator that the organization encourages training and development of its employees in the marketing field.

#### 4.4 Descriptive Analysis Results

##### 4.4.1 Social Media Marketing Platform

**Table 4.3: Social Media Marketing Platforms**

	M	SD
Cost reduction assists organizations to provide goods/ services to customers at lower prices.	4.21	0.79
Cost reduction allows the organization to offer more products and services at the same price.	3.64	1.36
A successful online interaction with a customer transforms the customer from a reader to a buyer.	4.01	0.99
Interactivity allows marketing managers to identify target markets by providing instant feedback on products and services.	4.56	0.44
Brands that cultivate a strong customer service culture improve internal communication.	4.74	0.16
When a company takes a customer-centric approach, it shows in every interaction.	3.84	1.16
<b>Overall score</b>	<b>4.17</b>	<b>0.83</b>

**Source: Research Data (2022)**

The aggregate score of 4.17 as presented in Table 4.3 indicated that social media marketing platforms was agreed by the respondents that it influences sales performance of Safaricom Public Limited Company, Kenya which closely deviated from the mean by 0.83. This finding corresponds with the findings of a study done by Kagondu (2018) on the impact of social media

marketing on supermarket sales in Nairobi City County, Kenya and discovered that most supermarkets accepted the use of social media marketing, and that respondents' frequent use of various social media platforms had a substantial influence on sales performance.

The respondents strongly agreed that brands that cultivate a strong customer service culture improve internal communication ( $M=4.74$ ,  $SD=0.16$ ) and that interactivity allows marketing managers to identify target markets by providing instant feedback on products and services ( $M=4.56$ ,  $SD=0.44$ ). The findings collaborate with Chepkemoi, Zakayo, and Koima's (2018) research that aimed at investigating the impact of Facebook as a competitive platform for social media marketing in SMEs in Nakuru CBD, Kenya and Facebook was found as a communication tool for client procurement is a significant piece of building client connections.

The respondents agreed that cost reduction assists organizations to provide goods/services to customers at lower prices ( $M=4.21$ ,  $SD=0.79$ ), a successful online interaction with a customer transforms the customer from a reader to a buyer ( $M=4.01$ ,  $SD=0.99$ ), when a company takes a customer-centric approach, it shows in every interaction ( $M=3.84$ ,  $SD=1.16$ ) and that cost reduction allows the organization to offer more products and services at the same price ( $M=3.64$ ,  $SD=1.36$ ). The results are related to the Sufian *et al.* (2020) study that investigated the impact of social media marketing on small online business sales performance and found that customer feedback do not directly affect the sales performance; however, communication has, content sharing do not directly affect the sales performance but customer relationships do directly affect the Malacca's small online business operations.

#### 4.4.2 Content Marketing Strategy

**Table 4.4: Content Marketing Strategy**

	<b>M</b>	<b>SD</b>
Storytelling creates memories that allow customers to form a mental picture of a product or service.	3.05	1.95
Customers are more likely to buy a product or service if they are told a story about it.	4.21	0.79
Increased brand awareness results from information sharing	3.26	1.74
Information sharing leads to higher search engine rankings.	4.01	0.99
Customer relationship provides the marketing managers with better information to assist them with making a superior mission.	4.55	0.45
Customer relationship management enables the client agents access all accessible data to assist with settling a client's issue.	4.64	0.36
<b>Overall score</b>	<b>3.95</b>	<b>1.05</b>

**Source: Research Data (2022)**

The overall score of 3.95 as presented in Table 4.4 indicated that content marketing strategy was agreed by the respondents that it influences sales performance of Safaricom Public Limited Company, Kenya which closely deviated from the mean by 1.05. This is in concurrences with a research done in Afghanistan by Ahmad and Ilkay (2019) that focused on the influence of content marketing on consumer purchasing intentions for home appliances and observed that content marketing considerably affected the buyers' buying expectations for home appliances.

The respondents strongly agreed that customer relationship management enables the client agents access all accessible data to assist with settling a client's issue (M=4.64, SD=0.36) and that customer relationship provides the marketing managers with better information to assist

them with making a superior mission ( $M=4.55$ ,  $SD=0.45$ ). The findings is supported by Weerasinghe (2019)research that explored how content marketing impacts customer online engagement and found that marketers can offer substantial benefits to the customers through provision of appropriate content that helps them solve some of the most difficult problems they face.

The respondents agreed that customers are more likely to buy a product or service if they are told a story about it ( $M=4.21$ ,  $SD= 0.79$ ) and that information sharing leads to higher search engine rankings ( $M=4.01$ ,  $SD=0.99$ ). The findings concur with the results of a study done by Claesson and Jonsson (2017) that investigated Content Marketing Confusion and the findings show that companies differ, but there is agreement on the most important aspects.

The respondents indicated to a moderate extent that increased brand awareness results from information sharing ( $M=3.26$ ,  $SD=1.74$ ) and that storytelling creates memories that allow customers to form a mental picture of a product or service ( $M=3.05$ ,  $SD=1.95$ ). The results are in opposition to the results of a researchby Ahmad and Ilkay (2019) that focused on the influence of content marketing on consumer purchasing intentions for home appliances and observed that content marketing had a substantial impact on the consumers' purchase intentions for home appliances.

### 4.4.3 Email Marketing Strategy

**Table 4.5: Email Marketing Strategy**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Sharing allows people to forward and share their email content that influences new customers to become fans of the organization symbol.	3.81	1.19
Sharing is a cost-effective way of reaching new customers.	4.33	0.67
Scalability helps the organization to keep the customers informed about the latest products through personalized messages	3.96	1.04
Scalability helps the organization reach large market or smaller targeted lists.	4.71	0.29
Flexible design helps in altering brand messaging contingent upon irregularity of a product or a service.	4.52	0.98
Flexible design helps the organization proceed to give item accessibility refreshes whenever the situation allows so they know about what is available and what will be accessible soon.	4.59	0.41
<b>Overall score</b>	<b>4.32</b>	<b>0.68</b>

**Source: Research Data (2022)**

The overall score of 4.32 as presented in Table 4.5 indicated that email marketing strategy was agreed by the respondents that it influences sales performance of Safaricom Public Limited Company, Kenya which closely deviated from the mean by 0.68. The findings agrees with the study by Dugguh, Aki, and Isaac (2018) that looked at how email marketing strategy affects business sales performance and discovered that email marketing strategies influenced business sales performance based on secondary data sources.

The respondents strongly agreed that scalability helps the organization reach large market or smaller targeted lists (M=4.71, SD=0.29), flexible design helps the organization proceed to give item accessibility refreshes whenever the situation allows so they know about what is available and what will be accessible soon (M=4.59, SD=0.41) and that flexible design helps in altering

brand messaging contingent upon irregularity of a product or a service (M=4.52, SD=0.98). The results are supported by a study conducted by Mwangi (2019) focusing on email marketing strategies effects on sales performance in five-star hotels in Nairobi and the observation was that five-star hotels in Nairobi used information sharing and scalability to significantly increase their sales performance.

The respondents agreed that sharing is a cost-effective way of reaching new customers (M=4.33, SD=0.67), scalability helps the organization to keep the customers informed about the latest products through personalized messages (M=3.96, SD=1.04) and that sharing enables people to transmit and share email content that influences new customers to become followers of the organization's product (M=3.81, SD=1.19). The findings corresponds with the results of a research done by Ojwaka and Deya (2018) concerning a survey of commercial printing firms in Kenya on how email marketing strategy influences sales performance and revealed that the email marketing strategy has a positive relationship with the organization and operations of commercial print firms in Nairobi, Kenya.

#### 4.4.4 Affiliate Marketing

**Table 4.6: Affiliate Marketing**

	M	SD
A marketer enables customers to obtain additional references from a trusted source	4.53	0.47
Through a marketer the organization gains direct access and influence over a highly targeted audience that is receptive to what it has on offer.	4.38	0.62
advertising offers interesting worth to organizations' items and administrations, recognizing them from contenders and keeping them at the front	3.02	1.98
Public relations bring better engagement with the customers	4.11	0.09

Affiliate marketing enable firms to target a certain segment that is in line with their core values.	3.99	1.01
Affiliate marketing enables the organization earning commissions every time it promotes a company's products or services and drive a sale.	4.69	0.31
<b>Overall score</b>	<b>4.12</b>	<b>0.88</b>

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**Source: Research Data (2022)**

The overall score of 4.12 as presented in Table 4.6 indicated that affiliate marketing was agreed by the respondents that it influences sales performance of Safaricom Public Limited Company, Kenya which closely deviated from the mean by 0.88. The findings are consistent with Nwogu (2019) study that investigated the impact of affiliate marketing strategy on the sales performance of online businesses in Nigeria and found that effective communication is critical for achieving organizational goals. As a result, affiliate marketing is becoming a popular marketing device utilized by practically all web based business organizations in Nigeria to help deals and benefits.

The statements agreed strongly were that; affiliate marketing enables the organization earning commissions every time it promotes a company's products or services and drive a sale (M=4.69, SD=0.31) and that a marketer enables customers to obtain additional references from a trusted source (M=4.53, SD=0.47). This is in concurrence with Gupta and Aggarwal (2018) study findings that focused on innovating and modeling digital marketing through integrated marketing and found that combined marketing offers a great opportunity to make big money. In affiliate marketing, both parties (Advertiser and Publisher) benefit as the seller gains when his product is sold and the holding companies receive a commission for that purchase.

The respondents agreed that through a marketer the organization gains direct access and influence over a highly targeted audience that is receptive to what it has on offer (M=4.38,

SD=0.62), public relations bring better engagement with the customers (M=4.11, SD=0.89) and that affiliate marketing enable firms to target a certain segment that is in line with their core values (M=3.99, SD=1.01). The findings agree with Suresh, VetriSelvi, Maran, and Shanmuga (2018) study that investigated the impact of affiliate marketing in e-commerce from the consumer's point of view and revealed that total product value, quality, and it is now time to purchase and promote the product in an easy way to reach customers online.

The respondents indicated to a moderate extent that advertising offers interesting worth to organizations' items and administrations, recognizing them from contenders and keeping them at the front (M=3.02, SD=1.98). The results do not support the findings of a research done by Nwogu (2019) on the impact of affiliate marketing strategy on the sales performance of online businesses in Nigeria and found that effective communication is critical for achieving organizational goals. As a result, affiliate marketing is becoming a popular marketing tool used by almost all e-commerce businesses in Nigeria to boost sales and profits.

#### 4.4.5 Sales Performance

The study sought to find out the sales performance of Safaricom Public Limited Company, Kenya.

**Table 4.7: Sales Performance**

<b>Statement</b>	<b>M</b>	<b>SD</b>
Digital marketing strategy has enabled the company to increase the effectiveness of sales team	4.47	0.43
Digital marketing strategy has enabled the organization to drive higher sales revenue.	4.28	0.72
Digital marketing strategy has enabled the organization to achieve its sales goals	4.14	0.86
<b>Overall score</b>	<b>4.29</b>	<b>0.71</b>

**Source: Research Data (2022)**

The overall score of 4.29 as presented in Table 4.7 indicated that digital marketing strategies was agreed by the respondents that it influences sales performance of Safaricom Public Limited Company, Kenya which closely deviated from the mean by 0.71. This in line with Lee and Kim (2019) who observe that digital marketing strategies enables firms to target a certain segment of customers by using a particular marketing method in regard to age groups, socialization, preference and their financial capability.

The respondents agreed that digital marketing strategy has enabled the company to increase the effectiveness of sales team ( $M=4.47$ ,  $SD=0.43$ ). According to Rowley (2018), content marketing is a strategy linked to the effectiveness of digital marketing because it entails delivering the content that organizational clients are looking for in the places that they are looking for it. The respondents agreed that digital marketing strategy has enabled the organization to drive higher sales revenue ( $M=4.28$ ,  $SD=0.72$ ). According to Ekankumo and Henry (2016), running a successful online store necessitates constant information flow that allows the company to create exceptional product services, which increases her sales volume and profit margin. Digital marketing strategy has enabled the organization to achieve its sales goals. The respondents also agreed that digital marketing strategy has enabled the organization to achieve its sales goals ( $M=4.14$ ,  $SD=0.86$ ). Marketing and sales alignment, according to Magandini and Tendai (2015), is critical for any successful organization.

#### **4.5 Inferential Analysis Results**

The study conducted inferential analysis involving correlation analysis and regression analysis to determine how one variable influenced the other. The findings are presented as follows:

### 4.5.1 Correlation Analysis

**Table 4.9: Correlation Analysis**

	Social media marketing platform	Content marketing strategy	Email marketing strategy	Affiliate marketing strategy	Sales performance
Social media marketing platform	1				
	207	207			
Content marketing strategy	-.150*	1			
	.031				
	207	207	207		
Email marketing strategy	-.252**	.380**	1		
	.000	.000			
	207	207	207	207	
Affiliate marketing strategy	.017	-.138*	.137*	1	
	.807	.047	.049		
	207	207	207	207	207
Sales performance	.773**	.525	.732	.876	1
	.000	.000	.000	.000	
	207	207	207	207	207

**Source: Research Data (2022)**

Table 4.15 shows the relationship between the variables of the study. Dependent diversity, marketing performance is closely related to social media marketing strategy ( $r = 0.773$ ,  $p < 0.05$ ), content marketing ( $r = 0.525$ ,  $p < 0.05$ ), email marketing strategy ( $r = 0.732$ ,  $p < 0.05$ ) and affiliate marketing ( $r = 0.876$ ,  $p < 0.05$ ). This may indicate that any change of digital marketing strategies studied would have a corresponding shift in sales performance.

### 4.5.2 Regression Analysis

The influence of one variable on the other was determined using regression analysis. Table 4.10 summarizes the findings.

**Table 4.10: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.434 <sup>a</sup>	.789	.772	1.416	.189	11.732	4	202	.000

**Source: Research Data (2022)**

Table 4.10 shows that the coefficient of correlation was 0.789, indicating that the independent variables (Affiliate marketing strategy, social media marketing platform, content marketing strategy, and email marketing strategy) had a strong link with the sales performance. This indicates that digital marketing strategies explain about 77.2% variations ( $R^2 = 0.772$ ) in sales performance with the remaining 22.8% described by factors not included in the model.

**Table 4.11: Analysis of Variance**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	94.063	4	23.516	51.732	.000 <sup>b</sup>
	Residual	404.874	202	2.004		
	Total	498.937	206			

**Source: Research Data, 2022**

As shown in Table 4.11 the F calculated value (51.732) is greater than the value of F tabulated (23.516) at 5% significance level showing that the model is significant. Showing a good fit of the model on how independent variables studied influenced the sales performance of Safaricom Public Limited Company, Kenya.

**Table 4.12: Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.704	0.271		2.597	.000
	Social media marketing platform	.552	.090	-.405	6.133	.000

Content marketing strategy	.731	.141	.165	5.184	.000
Email marketing strategy	.672	.225	.215	2.987	.003
Affiliate marketing strategy	.668	.130	.135	5.138	.001

a. Dependent Variable: Sales performance

**Source: Research Data, 2022**

As indicated in Table 4.12, the beta coefficients: social media marketing platform,  $\beta_1 = 0.552$  ( $t = 6.133$ ,  $p < 0.05$ ); content marketing,  $\beta_2 = 0.731$  ( $t = 5.184$ ,  $p < 0.05$ ); email marketing strategy,  $\beta_3 = 0.672$  ( $t = 2.987$ ,  $p < 0.05$ ) and affiliate marketing strategy  $\beta_4 = 0.668$  ( $t = 5.138$ ,  $p < 0.05$ ). All coefficient is significant ( $p < 0.05$ ). Therefore, the number predicting the impact of the components of digital marketing strategy on sales performance took shape;

$$Y = 0.704 + 0.552X_1 + 0.731X_2 + 0.672X_3 + 0.668X_4$$

Y = Sales Performance

X<sub>1</sub> = Social media marketing platform

X<sub>2</sub> = Content marketing

X<sub>3</sub> = Email marketing strategy

X<sub>4</sub> = Affiliate marketing

Further, it was observed that the regression model presented two implications; first, holding the digital marketing strategies studied at zero, the sales performance of Safaricom Public Limited Company, Kenya would be 0.704 units; second, by changing one unit of social media marketing platforms contributes to a change of 0.552 in sales performance, by changing one unit of content marketing contributes to a change of 0.731 in sales performance, by changing one unit of email marketing strategy contributes to a change of 0.672 in sales performance and by changing one unit of affiliate marketing contributes to a change of 0.668 in sales performance. Therefore, it can

be concluded that these findings indicate that the digital marketing strategies studied had a significant effect on the sales performance of Safaricom Public Limited Company, Kenya.

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

### **5.1 Introduction**

The findings in summary, conclusion, recommendation and suggestion for future research are provided in this chapter.

### **5.2 Summary**

The aim of the current research is examining the relationship between digital marketing strategy and sales performance of Safaricom Public Limited Company, Kenya. The specific focus of the study was to how social media marketing platforms, content marketing, email marketing strategy and affiliate marketing influences sales performance. Data was collected from the sales managers and sales representatives using a structured questionnaire. Data analysis was descriptively done and also inferential analysis was used. The summary of the results is given below:

The study focused on examining how social media marketing platforms influences sales performance of Safaricom Public Limited Company, Kenya. Social media marketing platforms was found to have a positive and significant influence on sales performance. It was found that brands that cultivate a strong customer service culture improve internal communication, interactivity allows marketing managers to identify target markets by providing instant feedback on products and services and cost reduction assists organizations to provide goods/services to customers at lower prices.

The study focused on how content marketing strategy influences sales performance of Safaricom Public Limited Company, Kenya. Content marketing was found to have a positive and significant influence on sales performance. It established that customer relationship management enables the client agents access all accessible data to assist with settling a client's issue, customer relationship provides the marketing managers with better information to assist them with making

a superior mission and that customers are more likely to buy a product or service if they are told a story about it.

The study focused on identifying how email marketing strategy influences sales performance of Safaricom Public Limited Company, Kenya. Email marketing strategy was found to have a positive and significant influence on sales performance. It was identified that scalability helps the organization reach large market or smaller targeted lists, flexible design helps the organization keep on giving item accessibility refreshes whenever the situation allows so they know about what is available and what will be accessible soon and that flexible design helps in altering brand messaging depending on irregularity and the idea of item or administration.

The study focused on how affiliate marketing influences sales performance of Safaricom Public Limited Company, Kenya. Affiliate marketing was found to have a positive and significant influence on sales performance. Affiliate marketing enables the organization earning commissions every time it promotes a company's products or services and drive a sale, a marketer enables customers to obtain additional references from a trusted source and that through a marketer the organization gains direct access and influence over a highly targeted audience that is receptive to what it has on offer.

### **5.3 Conclusions**

It was concluded that Safaricom has used social media marketing channels to increase revenue, attract traffic to websites, promote its brand, and form long-term relationships with its consumers. Safaricom has been able to engage with its target demographic more directly thanks to social media marketing. In addition, by understanding its consumers' interests, opinions, and demands, Safaricom has been able to get superior market insights.

The study concluded that Safaricom has used content marketing to increase brand awareness, trust, and reliability, and to reach out to customers who may use advertising barriers or deliberately avoid or become traditional advertisers. Through content marketing, the organization has increased traffic and conversions by providing high-quality content that has attracted its target audience to the organization's website, resulting in increased web traffic. Furthermore, the company has been able to reduce the cost of marketing its goods and services.

The study concluded that Safaricom has been able to operate at a cheaper cost than traditional marketing channels thanks to its email marketing strategy. Because the organization is only targeting those who are already interested in their brand, they have been able to reach an already engaged audience, resulting in considerably higher conversion rates. Brands that want to learn more about their subscribers might use email list segmentation to their advantage.

The study concluded that Safaricom has been able to effectively advance an item with a low financial plan, insignificant work and time, and generally safe level while guaranteeing exceptional yield on venture, developing item mindfulness, and business development using affiliate marketing. Because affiliates handle the majority of the organization's marketing, the organization has low continuing costs. Safaricom has been able to grow up its business by readily modifying its affiliate program to make it smaller or larger at little or no expense.

#### **5.4 Recommendation**

The study recommended that Safaricom has to figure out which social media channel their target audience spends the most time on. Make the most of live videos, as they are becoming increasingly popular among brands looking to engage their consumers. Create a brand story to aid in the development of an emotional bond between the brand and its target market. To increase brand visibility, the organization should use the appropriate hashtag.

The study recommended that regardless of their overall level of content marketing performance, Safaricom should focus on creating an audience. Examine whether their thoughts are flowing and being captured in order to improve their overall success. The organization should work to improve its content production efficiency. In the majority of cases, through increasing efficiency through the use of sensible work practices. The company should also make sure that it has realistic expectations for what content marketing can accomplish by establishing realistic goals based on the company's size, management commitment, industry type, total addressable market, competitive landscape, and available resources.

The study recommended that the organization should personalize email messages by using customer data to create a personalized message. Segment its customers in terms of industry, sales size and cycle. Send mobile emails using responsive email design. Keeping the title line and previous title short. The organization should also automate email campaigns if possible by designing trigger-based emails that are automatically sent based on user behavior.

The study recommended that the organization should select the right affiliates by determining the niche and work with affiliates under the same field of interest or who have an audience that matches the organization's target segment. Optimize platforms to boost conversion by using intent-based keywords on all the organization website pages and developing targeted landing pages. In addition, the organization should diversify its affiliate program by providing a marketing strategy for each type of affiliate and partner with an influencer since they already have an audience.

### **5.5 Suggestion for Future Research**

The current study focused on how digital marketing strategy influences sales performance of Safaricom Public Limited Company, Kenya. The digital marketing strategies studied included;

social media marketing platforms, content marketing, email marketing strategy and affiliate marketing. Therefore, the study suggests that a different study should be done that focus on other variables not studied. In addition, it is suggested that another study can be done that focus on other organization apart from Safaricom Public Limited Company, Kenya.

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## APPENDICES

### Appendix I: Cover Letter

Dear Sir/Madam

#### **Re: Collection of Research Data**

My name is Mike Owino currently doing Master degree program of Kenyatta University. As one of the requirements in completing this degree program I am doing a research on 'Digital Marketing Strategy and Sales Performance of Safaricom Public Limited Company, Kenya,' the study's findings will serve as a foundation for developing ways to improve the organization's marketing strategies.

Please keep in mind that your responses will strictly be confidential and meant only for the intended purpose of the study. Please read each question carefully and mark or write as instructed.

Regards

Mike Owino

## Appendix II: Questionnaire

Please respond to the following statements.

### Part 1: Bio-Data

Gender	Male <input type="radio"/> Female <input type="radio"/>
Do you have any professional certificate in marketing?	Yes <input type="radio"/> No <input type="radio"/>
State the length of stay years in marketing field	Below 5 <input type="radio"/> 5to 9 <input type="radio"/> 10 to 15 <input type="radio"/> Mor than 15 <input type="radio"/>

### Part 2: Digital Marketing Strategies

The following statement is about the impact of social media marketing platforms, content marketing strategy, email marketing strategy and affiliate marketing strategy on Safaricom Public Limited Company's sales performance in Kenya.

*Please indicate your level of agreement or disagreement with each of the following items by ticking the box next to it. **Key:** 1-Strongly Disagree, 2- Disagree, 3-Neutral, 4-Agree, 5-Strongly agree*

#### **Social Media Marketing Platforms**

	Statement	1.	2.	3.	4.	5.
1	Cost reduction assists organizations to provide goods/ services to customers at lower prices.					
2	Cost reduction allows the organization to offer more products and services at the same price.					
3	A successful online interaction with a customer transforms the customer from a reader to a buyer.					
4	Interactivity allows marketing managers to identify target markets by providing instant feedback on products and services.					

5	Brands that cultivate a strong customer service culture improve internal communication.					
6	When a company takes a customer-centric approach, it shows in every interaction.					

### Content Marketing Strategy

	Statement	1	2	3	4	5
1	Storytelling creates memories that allow customers to form a mental picture of a product or service.					
2	Customers are more likely to buy a product or service if they are told a story about it.					
3	Increased brand awareness results from information sharing.					
4	Information sharing leads to higher search engine rankings					
5	Customer relationship provides the marketing managers with better information to assist them with making a superior mission					
6	Customer relationship management enables the client agents access all accessible data to assist with settling a client's issue					

### Email Marketing Strategy

	Statement	1	2	3	4	5
1	Sharing allows people to submit and share email content that influences new customers to become organizational product followers.					
2	Sharing is a cost-effective way of reaching new customers					
3	Scalability helps the organization to keep the customers informed about the latest products through personalized messages.					
4	Scalability helps the organization reach large market or smaller targeted lists					

5	Flexible design helps in altering brand messaging depending on irregularity and the idea of item or administration					
6	Flexible design helps the organization keep on giving item accessibility refreshes whenever the situation allows so they know about what is available and what will be accessible soon.					


### **Affiliate Marketing**


	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	A marketer enables customers to obtain additional references from a trusted source.					
2	Through a marketer the organization gains direct access and influence over a highly targeted audience that is receptive to what it has on offer					
3	Advertising offers novel worth to organizations' items and administrations, recognizing them from contenders and keeping them at the very front					
4	Public relations bring better engagement with the customers					
5	Affiliate marketing enable firms to target a certain segment that is in line with their core values					
6	Affiliate marketing enables the organization earning commissions every time it promotes a company's products or services and drive a sale					

### **Part 2: Sales Performance**

	<b>Statement</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
1	Digital marketing strategy has empowered the organization to build the effectiveness of sales team					
2	Digital marketing strategy has enabled the organization to drive higher sales revenue					
3	Digital marketing strategy has enabled the organization to achieve its sales goals					


### Appendix III: Research Permit

  
**REPUBLIC OF KENYA**

  
**NATIONAL COMMISSION FOR  
SCIENCE, TECHNOLOGY & INNOVATION**

Ref No: **236827** Date of Issue: **25/February/2022**

**RESEARCH LICENSE**




**This is to Certify that Mr.. Michael Kagollah Owino of Kenyatta University, has been licensed to conduct research in Nairobi on the topic: DIGITAL MARKETING STRATEGY AND SALES PERFORMANCE OF SAFARICOM PUBLIC LIMITED COMPANY, KENYA for the period ending : 25/February/2023.**


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236827

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