



<https://ijecm.co.uk/>

INVESTIGATING THE ROLE OF DIGITAL MARKETING ON THE PERFORMANCE OF SMALL AND MEDIUM-SCALE ENTERPRISES IN NAIROBI

Ayia Musa Said Alhshan

Department of Business Management, American University of Cyprus,
Guzelyurt Anayolu, Alaykoy/99200-Lefcosia, TRNC, Cyprus
ayiaalhashan@gmail.com

Umar Shuaibu Aliyu 

Department of Business Management, American University of Cyprus,
Guzelyurt Anayolu, Alaykoy/99200-Lefcosia, TRNC, Cyprus
u.aliyu@auc.edu.tr

Abstract

The study investigated the role of digital Marketing on the performance of small and medium-scale enterprises (SMEs) in Nairobi. A total of 150 SMEs were purposively selected from the Nairobi metropolis. The data used for the study were gathered using a 4 Point-Likert questionnaire administered to the respondents. Descriptive statistical analysis was used to analyze the data collected and the Pearson correlation method was adopted to analyze the hypotheses. The results showed that there is a positive and significant relationship between digital marketing (search engine $r=0.866$, e-mail $r=0.766$, online advertising $r=0.886$ and blog $r=0.896$; $p<0.05$) and sales performance of SMEs in the Nairobi business district in Kenya. The study recommends that SMEs should embrace and implement digital marketing systems into their business to ensure continuity, growth, and increase in revenue performance. Also, stakeholder institutions such as government agencies ought to extend digital marketing support to SMEs by providing digital infrastructural equipment, and training to assist them in competing globally.

Keywords: Marketing, Digital Marketing, E-Business, E-commerce, SMEs, Kenya



INTRODUCTION

Globally, the term small and medium-scale enterprises (SMEs) are described in each country according to the role of SMEs in the country (Asgary et al., 2020). For example, a business classified as small in a developed country such as the United States of America can be described as a medium-scale business in a developing country like Kenya (Izediuno et al., 2018; Muzenda, 2019). Consequently, SMEs can be defined based on certain bases such as size in the industry, market share, capital employed, number of employees, available finance, and turnover (Karadag, 2017). Furthermore, SMEs have also been identified based on their financial assets. Therefore, SMEs increase a country's competitiveness, diversify the nation's sources of income, and encourage economic growth, which makes economies more adaptable and resilient (Mingione and Abratt, 2020).

According to projections made regionally, SMEs account for more than 90% of African company operations and contribute more than 50% of the continent's GDP and employment (Ajemunigbohun et al., 2020; Igwe et al., 2018). For instance, the industry contributes more than 50% of the GDP and almost 70% of industrial jobs in Ghana, Nigeria, and South Africa (Dzisi and Ofose, 2014; Eniola and Review, 2014; Neneh and van Zyl, 2012).

In Kenya, SMEs are small businesses with annual sales lower than Ksh, 1 million (Kidali, 2020; Kiraka et al., 2015). Micro enterprises are classified as businesses with less than ten employees, while small enterprises are those that have ten to forty-nine employees (Berisha et al., 2015; Page and Söderbom, 2015). A medium enterprise, on the other hand, has between 50-99 employees (Cheruiyot, 2023). Yet, SMEs help in achieving national objectives, such as job creation, poverty reduction, and balanced development across sectors and sub-sectors (Abisuga-Oyekunle et al., 2020). Accordingly, Kenya's SMEs sector is crucial to realizing Vision 2030 and is a key component of national plans for boosting the economy, lowering unemployment, and combating poverty (Bukhval'd Evgenii, 2016; Kithae et al., 2012; Okoth et al., 2023; Rubio-Mozos et al., 2019). However, emphasizes the significant contributions SMEs make to Kenya's growth, particularly when it comes to creating job and income prospects for the vast majority of the population (Onyango, 2023). In actuality, there are a lot more jobs in the micro-SMEs sector than there are in the formal industry (Okoth et al., 2023).

In recent decades, technology has greatly influenced marketing practices. Thus, the development of indigenous skills and technology, the encouragement of entrepreneurship and innovativeness, and the establishment of an industrial base at various scales are all important ways that SMEs play a crucial part in enhancing social sectors Miles, (Lee et al., 2018; Lee et al., 2023; Usman et al., 2022). For instance, SMEs promote the development of local manpower

and indigenous involvement in the local manufacturing sector (Jackson et al., 2008). Thus, SMEs limit rural migration by developing the business outlay of the rural areas (Deller et al., 2019; Usman et al., 2022). SMEs have a huge impact on the growth of the labor market by taking over the increasing supply of labor thereby helping to reduce the increase in unemployment in the country (Gherghina et al., 2020). This can be seen in the areas of employment provision for youths engaging in innovative areas of marketing goods and services; and providing large companies with supply needs from small-scale industries with 98% of registered businesses in Kenya being made up of SMEs (Kangethe et al., 2022; Shuaibu et al., 2021).

However, a lack of knowledge of the required importance of marketing concepts among Kenya's businesses is one of the challenges SMEs face (Abbey and Adu-Danso, 2023; Kwaramba et al., 2022; Musau et al., 2022). Based on the study, it was observed that most business owners in Kenya see marketing as selling and this is evident in their poor business practices since they lack the skill and knowledge of basic marketing strategies (Musau et al., 2022). This results in poor quality products, poor promotion strategy, poor pricing strategy, unawareness of competition, and inadequate marketing orientation in addition to the inadequate funds required to obtain the necessary marketing training, all of which play a major role in business failure (Gatimu et al., 2022; Kwaramba et al., 2022; Musau et al., 2022). The mode of marketing in business has changed tremendously from the traditional practice to most marketing activities being carried out electronically (Gatimu et al., 2022; Waiganjo, 2022). This study seeks to cover this gap by giving an in-depth understanding of the effects of digital marketing on the sales performance of SMEs in Nairobi.

Digital marketing sometimes is confused with e-business and e-commerce. Digital marketing is the promotion of brands to get closer to potential customers, expanding channels of distribution, and increasing sales through digital media channels (Chu et al., 2023; Kingsnorth, 2022; Panda et al., 2022; Piñeiro-Otero and Martínez-Rolán, 2016). E-business on the other hand is the use of digital technology by organizations to ascertain their customer needs (Boys and Ford, 2023; Himki et al., 2022). E-commerce is simply about how to transact or sell online (Khan, 2023). E-business is the link that provides employees and customers with the platform to communicate and stay informed through digital marketing (Khan, 2023). This has to do with personal service applications that give important information to people who need it which will in turn increase business transactions, (Kingsnorth, 2022; Piñeiro-Otero and Martínez-Rolán, 2016). The internet has become a global village in the world particularly in Kenya, businesses are now taking their

marketing online as an alternative to conventional marketing (Kithinji, 2014). Thus, big corporations and small businesses alike have adopted the use of the Internet to provide goods and services to potential and existing customers (Gao et al., 2023). People spend most of their time on the internet in recent times and those are target customers for various businesses (Przepiorka et al., 2023). Among other things, the COVID-19 lockdown was an eye-opener for many business owners on the importance of digital marketing in their businesses (Akram et al., 2023; Aliyu et al., 2021; Madise).

Despite their substantial significance, SMEs in Kenya encounter several obstacles that limit their development and effectiveness, resulting in over 70% of them closing down within three years of operation including intense rivalry and quick technological advancements, market liberalization, and constrained access to markets and money are some of these problems (Otieno and Weda, 2023). SMEs must constantly look for new chances to improve their level of competitiveness if they want to succeed in the competitive market environment and guarantee long-term success globally (Annamalah et al., 2023; Asortse and Denga, 2023; Ozdeser et al., 2021; Tripodi, 2023).

Digital marketing has become a key tool for raising business performance and competitiveness (Annamalah et al., 2023; Tripodi, 2023). It is a desirable choice for SMEs looking to expand due to its accessibility, usability, and capacity to immediately reach a large target audience (Asortse and Denga, 2023; Kreiterling, 2023). The conventional 4Ps of marketing have received the majority of attention in previous studies on the effect of marketing on business performance (Janet and Ngugi, 2014), excluding the unique marketing strategies for sustainability used by SMEs (Annamalah et al., 2023; Asortse and Denga, 2023). Other research (Benedict et al., 2021; Gathogo and Ragui, 2014; Njau et al., 2014) only looked at particular industries or characteristics, which made it harder to extrapolate the results to other SMEs. Furthermore, there hasn't been enough research done on Kenyan SMEs to understand how digital marketing affects their revenue performance, especially in rural areas.

By investigating the impact of digital marketing on the performance of SMEs in Kenya, this study intends to fill this information vacuum. Thus, it will be possible to gain a clearer comprehension of the potential advantages and difficulties of digital marketing for SMEs in Kenya, particularly in rural areas. The study is organized based on five sections; section one provides the introduction of the study, section two discusses the theoretical and empirical literature review for digital marketing, section three provides the methodology. section four presents the analyses, results and discussion. Section five concludes the study with recommendations and policy implications.

LITERATURE REVIEW

This study is grounded on two theories within which the empirical findings will be explained.

Theoretical Review

The advent of globalization has resulted in advancements in information communication and technology, which has resulted in the use of the internet, which has resulted in the emergence of social media. The first digital marketing tool debuted in the 1990s, but it wasn't until the introduction of search engine (Google) and search engine optimization (SEO) tools that the internet's marketing potential was realized (Kingsnorth, 2022). Web 2.0 was introduced in 1999, heralding the rise of social media and online advertising (O'reilly, 2009; Tan et al., 2017). Social media as a tool for internet communication is one of the tools that has grown rapidly and has become an important component of digital marketing in recent years (Khasawneh, 2017; Roque and Raposo, 2016).

Currently, business owners' usage of social media has become a significant platform for marketing their products and services to consumers (Omotoso, 2023; Susanto et al., 2023). Some firms now employ the media as part of their marketing plan to engage with potential clients, and this trend has continued to bring substantial changes to how business is done now compared to what was attained three to four decades ago (Annamalah et al., 2023; Asortse and Denga, 2023; Tripodi, 2023). It should be noted that, while social media was designed primarily as a means of socializing, some marketers have recognized the economic prospects that they provide and have elected to use them to promote their enterprises (Purnomo, 2023). According to Mirkovski et al. (2023), social media represent a marketing opportunity that cuts out the middlemen. As a result, it connects the company directly to the consumers. As a result, social media has altered how consumers and marketers communicate and conduct business (Baumüller et al., 2023; Mirkovski et al., 2023). For instance, rural online entrepreneurs can explore more market opportunities because online businesses are a new mechanism in borderless transactions that use information technology as a means of communicating more widely while also opening up market opportunities that make it easier to have an unlimited number of customers (DeLeon and Brown, 2023; Kiconco et al., 2023; Shuaibu et al., 2018; Wienclaw, 2017).

The increasing global use of the internet and social media suggests that businesses will increasingly rely on digital marketing tools to engage with their customers, both present and prospective customers who spend a significant amount of time online (Annamalah et al., 2023; Baumüller et al., 2023; Wienclaw, 2017). Digital marketing is quickly evolving and may

replace traditional marketing within the next decade (Kapoor et al., 2021; Tripodi, 2023). In this regard, the Facebook platform is one of the digital marketing mediums that has assisted businesses or organizations in increasing their earnings (Annamalah et al., 2023; Indrupati and Henari, 2012).

Thus, digital marketing is an excellent technique for businesses to market their products or services. As a result, the primary goal of a business embracing digital marketing is to outline how they will reach their target (Dodson, 2016; Kotler et al., 2016).

Empirical Review

Babalola and Babalola (2015) investigated on the relationship between digital marketing tools and sales performance of SMEs in Nigeria, examined a total of 150 SMEs in the South west zone of the country. Data was collected from respondents using a standardized questionnaire. The data collected was analyzed using descriptive statistics. The result showed that digital marketing positively impacts the sales performance of SMEs small and medium scale enterprises in the zone which can be seen in their easy access to clients, excellent customer relationship, brand awareness, cost efficient advertising, increased turnover and sales growth (Olomu et al., 2020).

The profitability performance of paint industry in Nigeria as examined by (Olomu et al., 2015) before and after the adoption of digital marketing. Data for the survey were collected using a questionnaire administered to 240 paint manufacturing and marketing companies. Ordinary Least Squares method was used to analyze the data collected and the performance criteria considered are sales growth, customer retention and market share. The result showed that only sales growth has more impact on profitability before the adoption of digital marketing. Consequently, after the adoption of digital marketing, both customer retention and market share alongside sale growth displayed huge impact on company's profitability.

As investigated by (Kareem et al., 2014), the influence of digital marketing on business performance. The study was carried out in Nigeria. A total of 8 supermarkets were used as the sample of the study. Data was collected using a structured questionnaire administered to 5 staff each of the 8 outlets totaling 48 respondents. Multiple regression analysis method was used to analyze the data collected. The findings showed that digital marketing have positive influence on profit level, cost efficiency and customer service. It was recommended that the adoption of digital marketing by supermarkets in Nigeria increase profit, expand market share, and increase profitability.

Thus, there are drivers and inhibitors of digital marketing adoption by small and medium scale enterprises in Nigeria were examined focusing specifically on Abuja, Enugu and Lagos. A

total of 220 small and medium scale enterprises were selected for the study using purposive sampling technique. The data were collected through personal interviews from the respondents. The result shows that the majorly used e-commerce applications by majority of the SMEs are website and e-mail for communication and for providing product information. But information on the websites is usually not updated regularly causing the information to be outdated. Some of the barriers noticed are the lack of technical skills, lack of regulatory framework and lack of basic infrastructures (Agwu et al., 2014).

Agboh (2015) examined the main drivers and challenges in the adoption of information and communication technologies by SMEs in Accra Ghana. Data was collected from 189 SMEs in Accra using a survey questionnaire and the data collected were analyzed using quantitative approach. The result shows that the major challenges of ICTs adoption by SMEs are financial constraints, poor infrastructure, lack of internal capabilities, lack of suitable ICT solution, information, time constraint for implementation and high cost of ICTs equipment. Consequently, the result showed that the main drivers of information and communication technologies adoption includes improved communication, increased competitive edge, increased sales and profitability and improved customer service.

According to the survey carried out by (Njau et al., 2014), on how e-mail marketing, search engine marketing, online advertising and blog marketing impact the sales performance of SMEs in Kenya's manufacturing industry. Data was collected from 500 SMEs in the manufacturing industry using a survey research method. The result showed that e-mail marketing, search engine marketing, online advertising and blog marketing positively influenced the sales performance of SMEs in the manufacturing industry in Kenya. Examining the empirical studies above, one would notice that there is limited number of studies that are focused on the impact of digital marketing on the sales performance of SMEs in Kenya. Therefore, it is based on this backdrop that this survey examines the role of digital marketing on the sales performance of SMEs in Nairobi, Kenya.

METHODOLOGY

Research Design

This study embraced a descriptive and co-relational survey design which attempts to examine the role of marketing in digital on the sales performance of SMEs in Nairobi. This particular type of survey design was employed because it helps the researcher to identify the specific features of the population under study and to be able to present the findings systematically.

Area of the Study

The study investigated the role of digital marketing on the sales performance of SMEs in Kenya. Hence, the study was conducted in Nairobi, Kenya.

Population of the Study

According to (Mugenda and Mugenda, 2003), population can be defined as a complete set of people or objects with common noticeable characteristics. Thus, the population of this study consisted of all the SMEs in Nairobi. The study specifically targeted the managers and owners of SMEs.

Sample Size and Sampling Technique

Multistage sampling method was adopted for the study. Stratified sampling method was employed in the first stage to divide Nairobi City into two zones of North and South city councils respectively. Consequently, purposive sampling method was used in the 2nd stage to select 75 SMEs from each zone resulting to a total of 150 SMEs in the entire Nairobi City as sample size.

Method of Data Collection

The data for the study were collected through the use of a well-structured questionnaire distributed to the SMEs. The method used allowed the SMEs respondents the opportunity to fill the questionnaire at their convenient time. The questionnaire was split into two parts. The first part contains details on the demographics of respondents. And the second part contains information concerning the impact of digital marketing tools such as search engine marketing, e-mail marketing, online advertising and blog marketing on sales performance of SMEs. The responses were designed in a 4-Point Likert scale.

Validity of the Research Instrument

To ascertain the validity of the research instrument, copies of the questionnaire were sent to 5 academics personnel for the expert review. They were requested to review the questionnaire for alignment of questions to the objectives of the study, content of purpose, absence of ambiguity, redundancy and appropriateness to language usage. Some of the items were corrected and modified. Hence, the instrument as justified as valid for data collection.

Reliability of the Instrument

To ascertain the reliability of the instrument for the study, a pilot survey was carried out by random selection in the city. Questionnaires were distributed to owners and managers from the SMEs selected. Cronbach test was used to examine the data collected. The result of the survey showed a Cronbach reliability coefficient of 0.76 and hence, the study instrument was justified as reliable for collecting data.

ANALYSIS, RESULTS AND DISCUSSIONS

For the study, the statistical tools used for the analysis were simple percentage, calculated mean and standard deviation. The four hypotheses of the study were analyzed and tested using Pearson correlation method using SPSS. And the findings of the study were discussed explicitly.

The questionnaire collected were arranged to find the total number of each response according the following order: Strongly Agreed (SA) = 4; Agreed (A) = 3; Disagree (D) = 2 and Strongly Disagreed (StD) = 1.

In the following statistical formula: Number is represented by (n.o.) and total number of respondents is represented by (n).

Thus, to find Mean (\bar{x}): $(4 \times \text{n.o. SA}) + (3 \times \text{n.o. A}) + (2 \times \text{n.o. D}) + (1 \times \text{n.o. SD})$ divided by (n)
Standard deviation (S.D.): using a scientific calculator input Mean (\bar{x}) and press $\sqrt{\quad}$ then enter.

Table 1: Location of the SMEs in Nairobi

Location	Frequency	Percentage (%)
North council	90	60%
South council	60	40%
Total	150	100%

Table 1 above showed the distribution of the SMEs respondents' location in Nairobi metropolis. The majority of the respondents were located in North council which contributes to 90% of the total respondents and the while 40% of the respondents were located on South council.

Table 2: SMEs Registration Status

Status	Frequency	Percentage (%)
Fully registered	85	57%
Not yet registered	65	43%
Total	150	100%

Table 2 showed the registration status of the SMEs with majority of the SMEs are fully registered which is 57% of the total respondents while 43% of the SMEs were yet to be registered.

Table 3: Staff Strength

Strength	Frequency	Percentage (%)
0-10 workers	80	53%
11-20 workers	45	30%
Above 20 workers	25	17%
Total	150	100%

Table 3 showed the staff strength of the SMEs. Most of the SMEs about 80(53%) of respondents are made up of 0-10 workers. The remaining 45(30%) and 25(17%) are between 11-20 workers and above 20 workers respectively.

Table 4: Net worth of SMEs

Worth	Frequency	Percentage (%)
Below Ksh 500,000	73	49%
Ksh 500,000- Ksh 5 million	57	38%
Above Ksh 5 million	20	13%
Total	150	100%

Table 4 showed the net worth of the SMEs. SMEs whose net worth below is Ksh 500,000 make up 49% of the total respondents, SMEs whose net worth is Ksh 500,000- Ksh

5million is 38% and those whose net worth is above Ksh 5million is 13% of the total respondents respectively.

Table 5: Academic Qualification of SMEs Owners

Academic Qualification	Frequency	Percentage (%)
No Formal Education	15	10%
Primary Education	35	23%
Secondary Education	55	37%
Tertiary Education	45	30%
Total	150	100%

Table 5 showed the level of education of the SMEs owners. Out of 150 respondents, 10% have no formal education, 23% attained primary education, 37% attained secondary education and 30% attained tertiary education.

Table 6: SMEs Years of Experience in Digital Marketing

Years of Experience	Frequency	Percentage (%)
0-5 years	90	60%
6-10 years	40	27%
Above 10 years	20	13%
Total	150	100%

Table 6 showed the number of years of digital marketing experience of SMEs. According to the table, 90(60%) of the respondents have 0-5 years' experience, while 40 (27%) have within 6-10 years of experience and 20 (13%) of the respondents have 10 years and above experience in digital marketing respectively.

Testing of Hypotheses

Pearson correlation coefficient was used to measure the extent of statistical linear relationship or association between two or more continuous variables in the testing of hypotheses.

Hypotheses One

H₁: Search engine form of digital marketing has no significant impact on sales performance of SMEs in Nairobi.

H₁: Search engine form of digital marketing has significant impact on sales performance of SMEs in Nairobi.

Table 7: Correlation between Search Engine Marketing and Sales Performance of SMEs

Description	2 – Tailed N	Search Engine	Sales
		Marketing	Performance
Search Engine marketing	Pearson Correlation	1.00	0.866
	sign		0.015
		150	150
Sales performance	Pearson Correlation	0.866	1.00
	sign	0.015	
		150	150

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

Table 7 showed the correlation between search engine marketing and sales performance. According to the result, there is 0.866 positive correlations between search engine marketing and sales performance. Hence, since the probability value 0.015 is less than the benchmark of 0.05, the alternative hypothesis (H₁) is accepted.

Hypotheses Two

H₀: E-mail form of marketing in digital has no significant impact on sales performance of small and medium scale enterprises in Nairobi.

H₁: E-mail form of marketing in digital has significant impact on sales performance of small and medium scale enterprises in Nairobi.

Table 8: Correlation between E-mail marketing and Sales Performance of SMEs

Description	2 – Tailed N	E-mail Marketing	Sales Performance
E-mail marketing	Pearson Correlation sign	1.00	0.766
			0.02
		150	150
Sales performance	Pearson Correlation sign	0.766	1.00
		0.02	
		150	150

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

Table 8 showed the correlation between e-mail marketing and sales performance. According to the result, there is a 0.766 strong correlation between e-mail marketing and sales performance. The alternative hypotheses (H_1) is accepted, showing that there is a significant relationship between e-mail marketing and sales performance since the probability value of the correlation coefficient of 0.02 is less than the benchmark of 0.05 at significance level.

Hypotheses Three

H_0 : Online advertising has no significant impact on sales performance of small and medium scale enterprises.

H_1 : Online advertising has significant impact on sales performance of small and medium scale enterprises.

Table 9: Correlation between Online Advertising and Sales Performance of SMEs

Description	2 – Tailed N	Online Advertising	Sales Performance
Online advertising	Pearson Correlation sign	1.00	0.886
			0.016
		150	150
Sales performance	Pearson Correlation sign	0.886	1.00
		0.016	
		150	150

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

Table 9 showed the correlation between online advertising and sales performance. According to the result, there is a 0.886 strong correlation between online advertising and sales performance. Hence, the alternative hypothesis (H_1) is accepted, showing that there is a significant relationship between online advertising and sales performance based on the result of the correlation coefficient which is 0.016 less than the 0.05 benchmark of significance level.

Hypotheses Four

H_0 : Blog Marketing has no significant impact on sales performance of small and medium scale enterprise.

H_1 : Blog Marketing has significant impact on sales performance of small and medium scale enterprises.

Table 10: Correlation between Blog marketing and Sales Performance of SMEs

Description	2 – Tailed N	Blog Marketing	Sales Performance
Blog marketing	Pearson Correlation sign	1.00	0.896
			0.018
		150	150
Sales performance	Pearson Correlation sign	0.896	1.00
			0.018
		150	150

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

Table 10 shows the correlation between blog marketing and sales performance. According to the result, there is a 0.896 strong correlation between blog marketing and sales performance. Hence, the alternative hypothesis (H_1) is accepted, showing that there is a significant relationship between blog marketing and sales performance since the result of the correlation coefficient showed 0.018 which is less than 0.05 benchmark of the significance level.

CONCLUSION

The study examined the impact of digital marketing on the sales performance of SMEs in Nairobi. The study embraced a descriptive and correlation survey research design and purposive sampling technique to select 150 SMEs in Nairobi business district as sample size. A well-structured 4 Point Likert questionnaire was used for collection of data from respondents.

Calculated mean and standard deviation were used to analyze the data collected and Pearson correlation coefficient method was used to analyze the hypotheses of the study. The results showed that there is a significant and positive relationship between digital marketing (search engine $r=0.866$, e-mail $r=0.766$, online advertising $r=0.886$ and blog $r=0.896$; $p<0.05$) and sales performance of SMEs in Nairobi. The results were discovered to be consistent with the empirical findings of previous literature on the studies.

The importance of digital marketing on SMEs showed a positive and significant relationship. The introduction of digital marketing into SMEs will improve sales performance of the SMEs. It would ensure profitability, market expansion, service delivery, survival, continuity and customer growth. Another finding reveals that the internet is the most powerful tool for a business enterprise. Thus, business owners who disregard the importance of the digital marketing in the contemporary time would miss a lot of possibilities that abound in the digital space. It is therefore concluded that the owners and management of small and medium scale enterprises should adopt and install an effective digital marketing system that can ensure business growth, continuity or survival, customer satisfaction and profit maximization in the present-day digitalized business environment.

Therefore, based on the research findings, the following policy recommendations were made. It is imperative for small and medium-scale enterprises to integrate digital marketing into their business strategies. Moreover, the proprietors, managers, and employees of SMEs must acquire comprehensive knowledge and training in digital marketing practices. Also, government agencies ought to extend digital marketing support to SMEs, encompassing infrastructure, equipment, and up-to-date trend insights. SMEs should consider enlisting the expertise of digital marketing professionals to bolster their marketing endeavors. This study is limited only Nairobi due to certain factors beyond the researchers' abilities. Thus, future studies should endeavor to cover the entire Kenya in particular and Sub-saharan Africa as a whole.

REFERENCES

- Abbey, E., & Adu-Danso, E. (2023). What factors hamper innovation amongst SMEs in Kenya? *Innovation and Development*, 13(2), 411-440. <https://doi.org/10.1080/2157930X.2022.2030890>
- Abisuga-Oyekunle, O. A., Patra, S. K., & Muchie, M. (2020). SMEs in sustainable development: Their role in poverty reduction and employment generation in sub-Saharan Africa. 12(4), 405-419. <https://doi.org/doi:10.1080/20421338.2019.1656428>
- Agboh, D. K. J. J. o. T. R. (2015). Drivers and challenges of ICT adoption by SMES in Accra metropolis, Ghana. 6, 1.
- Agwu, E. M., Carter, A.-L., Murray, P. J. J. I. J. o. R. i. M., Science, & Technology. (2014). Downsizing as a strategic tool for effective organizational management: A case study of Nigerian banks. 2(1), 1-9.
- Ajemunigbohun, S. S., Isimoya, O. A., & Elegunde, A. F. (2020). Risk Attitude, Insurance Patronage and SMEs Performance: Empirical Evidence from Lagos, Nigeria. *Annals of Dunarea de Jos University of Galati. Fascicle I. Economics and Applied Informatics*, 26(2), 70-78. <https://doi.org/10.35219/eai15840409108>

- Akram, M. W., Khan, I. A., & Ahmad, M. F. (2023). Influence of Social Media on Consumers' Online Purchasing Habits During The COVID-19 Pandemic in Pakistan. 13(1), 197-215.
- Aliyu, U. S., Ozdeser, H., Çavuşoğlu, B., & Usman, M. A. (2021). Food Security Sustainability: A Synthesis of the Current Concepts and Empirical Approaches for Meeting SDGs. *Sustainability*, 13(21), 11728. <https://doi.org/https://doi.org/10.3390/su132111728>
- Annamalah, S., Paraman, P., Ahmed, S., Pertheban, T. R., Marimuthu, A., Venkatachalam, K. R., & T, R. (2023). Exploitation, exploration and ambidextrous strategies of SMES in accelerating organisational effectiveness. *Journal of Global Operations and Strategic Sourcing*, ahead-of-print(ahead-of-print). <https://doi.org/10.1108/JGOSS-08-2022-0090>
- Asgary, A., Ozdemir, A. I., & Özyürek, H. (2020). Small and Medium Enterprises and Global Risks: Evidence from Manufacturing SMEs in Turkey. *International Journal of Disaster Risk Science*, 11(1), 59-73. <https://doi.org/10.1007/s13753-020-00247-0>
- Asortse, S., & Denga, E. M. (2023). The Relevance of Supply Chain Preparedness on the Long-Term Sustainability of SMEs. In *Advancing SMEs Toward E-Commerce Policies for Sustainability* (pp. 111-133). IGI Global.
- Babalola, O., & Babalola, G. (2015). E-marketing tools and small & medium enterprises in Nigeria. *International Journal of Banking, Finance, Management Development Studies Research*, 2(23), 386-406.
- Baumüller, H., Ikpi, U., Jumpah, E. T., Kamau, G., Kergna, A. O., Mose, L., . . . Salasya, B. (2023). Building digital bridges in African value chains: Exploring linkages between ICT use and social capital in agricultural marketing. *Journal of Rural Studies*, 100. <https://doi.org/10.1016/j.jrurstud.2023.03.010>
- Benedict, A., Gitongab, J. K., Agyemanc, A. S., & Kyeid, B. T. (2021). Financial determinants of SMEs performance. Evidence from Kenya leather industry.
- Berisha, G., Pula, J. S. J. A. J. o. B., Administration, Law, & Sciences, S. (2015). Defining Small and Medium Enterprises: a critical review. 1(1), 17-28.
- Boys, J., & Ford, P. (2023). *The e-revolution and post-compulsory education: using e-business models to deliver quality education*. Taylor & Francis.
- Bukhval'd Evgenii, M. (2016). The strategy for development of small and medium entrepreneurship in Russia till 2030: ambitions and realities. *Economic and Social Changes: Facts, Trends, Forecast*(1), 66-80.
- Cheruiyot, E. (2023). The Role of the Peace and Security Council in Addressing the Root Causes of the Darfur Conflict: A Comparative Analysis of Conflict Resolution Strategies in Other African Contexts. *Journal of African Interdisciplinary Studies*, 7(2), 85-94.
- Chu, M., Zhou, C., & Yu, J. (2023). The impact of online referral services on cooperation modes between brander and platform. *Journal of Industrial Management Optimization*, 19(7). <https://doi.org/10.3934/jimo.2022174>
- DeLeon, J., & Brown, L. W. (2023). Understanding social media presence and financial success in digital competition. *Journal of Strategy and Management*, 16(3), 576-591. <https://doi.org/10.1108/JSMA-07-2022-0118>
- Deller, S., Kures, M., & Conroy, T. (2019). Rural entrepreneurship and migration. *Journal of Rural Studies*, 66, 30-42. <https://doi.org/https://doi.org/10.1016/j.jrurstud.2019.01.026>
- Dodson, I. (2016). *The art of digital marketing: the definitive guide to creating strategic, targeted, and measurable online campaigns*. John Wiley & Sons.
- Dzisi, S., & Ofori, D. J. M. (2014). Marketing strategies and the performance of SMEs in Ghana. 6(5), 102-111.
- Eniola, A. A. J. O. C. o. A. J. o. B., & Review, M. (2014). The role of SME firm performance in Nigeria. 34(2352), 1-15.
- Gao, J., Siddik, A. B., Khawar Abbas, S., Hamayun, M., Masukujjaman, M., & Alam, S. S. (2023). Impact of E-Commerce and Digital Marketing Adoption on the Financial and Sustainability Performance of MSMEs during the COVID-19 Pandemic: An Empirical Study. 15(2), 1594. <https://www.mdpi.com/2071-1050/15/2/1594>
- Gathogo, G. M., & Ragui, M. (2014). Effects of Capital and Technology on the Performance of SMEs in the Manufacturing Sector in Kenya-Case of selected firms in Thika Municipality.
- Gatimu, S. K., Amuhaya, J. J. J. o. B., & Management, S. (2022). Effect of competitive strategies on the performance of SMEs in KIAMBU County, Kenya. 7(1), 69-87.
- Gherghina, Ş. C., Botezatu, M. A., Hosszu, A., & Simionescu, L. N. (2020). Small and Medium-Sized Enterprises (SMEs): The Engine of Economic Growth through Investments and Innovation. 12(1), 347. <https://www.mdpi.com/2071-1050/12/1/347>

- Himki, A., Ramadhan, T., Durachman, Y., & Pramono, E. S. J. S. B. D. (2022). Digital business entrepreneurship decisions: An e-business analysis (a study literature review). 1(1), 107-113.
- Igwe, P. A., Onjewu, A. E., & Nwibo, S. U. (2018). Entrepreneurship and SMEs' Productivity Challenges in Sub-Saharan Africa. In L.-P. Dana, V. Ratten, & B. Q. Honyenuga (Eds.), *African Entrepreneurship: Challenges and Opportunities for Doing Business* (pp. 189-221). Springer International Publishing. https://doi.org/10.1007/978-3-319-73700-3_9
- Indrupati, J., & Henari, T. (2012). Entrepreneurial success, using online social networking: evaluation. *Education, Business and Society: Contemporary Middle Eastern Issues*, 5(1), 47-62. <https://doi.org/10.1108/17537981211225853>
- Izediuno, O. L., Alice, O. T., Daniel, O. A. J. I. J. o. S. B., & Research, E. (2018). Analytical review of small and medium scale enterprises in Nigeria. 6(2), 32-46.
- Jackson, T., Amaeshi, K., & Yavuz, S. (2008). Untangling African indigenous management: Multiple influences on the success of SMEs in Kenya. *Journal of World Business*, 43(4), 400-416. <https://doi.org/https://doi.org/10.1016/j.jwb.2008.03.002>
- Janet, M., & Ngugi, K. J. E. J. o. B. M. (2014). Influence of entrepreneurial marketing on the growth of SMEs in Kiambu Town-CBD, Kenya. 1(11), 361-377.
- Kangethe, A. T. W., Simiyu, D. N., Gacheru, E. N., Gacheru, N. J. I. J. o. A. R. i. B., & Sciences, S. (2022). Legal Regulatory Framework and the Performance of Women Owned Enterprises in Kenya A Study of Embu County. 12(7), 82-105.
- Kapoor, R., Kapoor, K. J. W. H., & Themes, T. (2021). The transition from traditional to digital marketing: a study of the evolution of e-marketing in the Indian hotel industry. 13(2), 199-213.
- Karadag, H. (2017). The impact of industry, firm age and education level on financial management performance in small and medium-sized enterprises (SMEs). *Journal of Entrepreneurship in Emerging Economies*, 9(3), 300-314. <https://doi.org/10.1108/JEEE-09-2016-0037>
- Kareem, T., Owomoyela, S., Oyebamiji, F. J. I. J. o. A. R. i. B., & Sciences, S. (2014). Electronic commerce and business performance: An empirical investigation of business organizations in Nigeria. 4(8), 215.
- Khan, S. A. J. G. A. o. t. I. o. T. i. D. M. (2023). E-Marketing, E-Commerce, E-Business, and Internet of Things: An Overview of Terms in the Context of Small and Medium Enterprises (SMEs). 332-348.
- Khasawneh, R. T. (2017). Social media as a new emerging tool of marketing. In *Strategic Uses of Social Media for Improved Customer Retention* (pp. 1-10). IGI Global.
- Kiconco, S., Stevens, J. B., Akankwasa, K., & Kubiriba, J. (2023). Agricultural information exchange and service delivery within social networks: evidence from Uganda's banana value chain actors. *The Journal of Agricultural Education and Extension*, 29(5), 679-698. <https://doi.org/10.1080/1389224X.2022.2131585>
- Kidali, F. K. (2020). Access to Credit and Growth of Micro, Small and Medium-Scale Enterprises in Kenya University of Nairobi].
- Kingsnorth, S. (2022). *Digital marketing strategy: an integrated approach to online marketing*. Kogan Page Publishers.
- Kiraka, R., Kobia, M., & Katwalo, A. M. (2015). Micro, small and medium enterprise growth and innovation in Kenya: A case study on the Women Enterprise Fund.
- Kithae, P. P., Gakure, R., & Munyao, L. J. J. o. U.-C. P. A. (2012). The place of micro and small enterprises in achievement of Kenya's vision 2030. 9(12), 1432-1440.
- Kithinji, L. W. (2014). Internet marketing and Performance of Small and medium Enterprises in Nairobi County University of Nairobi].
- Kotler, P., Kartajaya, H., & Setiawan, I. (2016). *Marketing 4.0: moving from Traditional to Digital*. John Wiley & Sons.
- Kreiterling, C. (2023). Digital innovation and entrepreneurship: a review of challenges in competitive markets. *Journal of Innovation and Entrepreneurship*, 12(1). <https://doi.org/10.1186/s13731-023-00320-0>
- Kwaramba, M. F., Sridharan, S., & Mavondo, F. T. (2022). Drivers and outcomes of smallholder market participation in Sub-Saharan Africa. *Journal of the Academy of Marketing Science*, 51(5), 1165-1183. <https://doi.org/10.1007/s11747-022-00914-2>

- Lee, B., Fillis, I., & Lehman, K. (2018). Art, science and organisational interactions: Exploring the value of artist residencies on campus. *Journal of Business Research*, 85, 444-451. <https://doi.org/https://doi.org/10.1016/j.jbusres.2017.10.022>
- Lee, B., Fillis, I., & Voranau, R. (2023). Entrepreneurial Pathways for Emerging Creatives. *The Journal of Arts Management, Law, and Society*, 1-19. <https://doi.org/10.1080/10632921.2023.2279073>
- Madise, M. Adapting or Adopting Digitisation: The Methodist Church of Southern Africa (MCSA) during Covid-19 Lockdown (2019 to 2022). *Studia Historiae Ecclesiasticae*, 49(2), 8 pages. <https://doi.org/10.25159/2412-4265/12577>
- Mingione, M., & Abratt, R. (2020). Building a corporate brand in the digital age: imperatives for transforming born-digital startups into successful corporate brands. *Journal of Marketing Management*, 36(11-12), 981-1008. <https://doi.org/10.1080/0267257X.2020.1750453>
- Mirkovski, K., von Briel, F., Lowry, P. B., & Liu, L. (2023). Achieving entrepreneurial growth despite resource and capability constraints: the role of service intermediaries. *Small Business Economics*. <https://doi.org/10.1007/s11187-023-00777-z>
- Mugenda, O. M., & Mugenda, A. G. (2003). *Research methods: Quantitative & qualitative approaches (Vol. 2)*. Acts press Nairobi.
- Musau, S. M., Muathe, S., & Mwangi, L. W. J. T. J. o. E. F. (2022). Financial literacy and consumer protection: A road map to digital financial access by SMEs in Kenya. 24(2), 1-25.
- Muzenda, T. (2019). Growth and survival of small and medium-scale enterprises in Kenya – an empirical case study of Nairobi County OpenUCT. <http://hdl.handle.net/11427/30483>
- Neneh, N. B., & van Zyl, J. H. J. S. A. B. R. (2012). Achieving optimal business performance through business practices: Evidence from SMEs in selected areas in South Africa. 16(3), 118-144.
- Njau, J. N., Karugu, W. J. I. J. o. B., & Research, L. (2014). Influence of e-marketing on the performance of small and medium enterprises in Kenya: Survey of small and medium enterprises in the manufacturing industry in Kenya. 2(1), 62-70.
- O'Reilly, T. (2009). *What is web 2.0*. " O'Reilly Media, Inc."
- Okoth, T., Mark, O. G., & Loreen, M. J. K. (2023). The Impact of Internet Access via Mobile Phones in Kenya on the Growth of Small and Micro Businesses in Langata Sub County Nairobi, Kenya.
- Olomu, M., Ireferin, I. J. A. J. o. E., Technology, & Society. (2015). e-Marketing and Firm's Profitability in the Nigerian Paints Industry: The Analysis of Before and After Adoption. 2(5), 111-120.
- Olomu, M. O., Ekperiware, M. C., & Akinlo, T. (2020). Agricultural sector value chain and government policy in Nigeria: issues, challenges and prospects. *African Journal of Economic and Management Studies*, 11(3), 525-538. <https://doi.org/10.1108/AJEMS-03-2019-0103>
- Omotosho, B. J. (2023). Small scale craft workers and the use of social media platforms for business performance in southwest Nigeria. *Journal of Small Business & Entrepreneurship*, 35(2), 181-196. <https://doi.org/10.1080/08276331.2020.1764732>
- Onyango, G. (2023). The Post-COVID-19 Economic Recovery, Government Performance and Lived Poverty Conditions in Kenya. *Public Organization Review*. <https://doi.org/10.1007/s11115-023-00732-2>
- Otieno, A. O., & Weda, C. (2023). Influence of demographic factors on the financial performance of small and medium-sized enterprises in Kajiado County, Kenya. *Reviewed Journal of International Business Management*, 4(1), 186-202.
- Ozdeser, H., M USMAN, M. A., & Shuaibu, U. A. J. R. S. R. (2021). Investigating the Impact of Diversification on Economic Growth in Nigeria: Evidence From Structural Vector Autoregression Analysis. (2).
- Page, J., & Söderbom, M. (2015). Is Small Beautiful? Small Enterprise, Aid and Employment in Africa. 27(S1), 44-55. <https://doi.org/https://doi.org/10.1111/1467-8268.12138>
- Panda, M., Mishra, A. J. S. d., stats., & net/publication/358646409, a. p. f. t. p. a. h. w. r. (2022). Digital marketing.
- Piñero-Otero, T., & Martínez-Rolán, X. (2016). Understanding Digital Marketing—Basics and Actions. In C. Machado & J. P. Davim (Eds.), *MBA: Theory and Application of Business and Management Principles* (pp. 37-74). Springer International Publishing. https://doi.org/10.1007/978-3-319-28281-7_2
- Przepiorka, A., Blachnio, A., & Cudo, A. (2023). Procrastination and problematic new media use: the mediating role of future anxiety. *Current Psychology*, 42(7), 5169-5177. <https://doi.org/10.1007/s12144-021-01773-w>

- Purnomo, Y. J. (2023). Digital marketing strategy to increase sales conversion on e-commerce platforms. *Journal of Contemporary Administration*, 1(2), 54-62.
- Roque, V., & Raposo, R. (2016). Social media as a communication and marketing tool in tourism: an analysis of online activities from international key player DMO. *Anatolia*, 27(1), 58-70. <https://doi.org/10.1080/13032917.2015.1083209>
- Rubio-Mozos, E., García-Muiña, F. E., & Fuentes-Moraleda, L. (2019). Rethinking 21st-Century Businesses: An Approach to Fourth Sector SMEs in Their Transition to a Sustainable Model Committed to SDGs. 11(20), 5569. <https://www.mdpi.com/2071-1050/11/20/5569>
- Shuaibu, U. A., Ozdeser, H., & Cavusoglu, B. J. E. B. (2018). The Impacts of Financial Market Access, Credit to Private Sector and Gross Domestic Product on Financial Development in China: A Vector Error Correction Model Approach. 1762.
- Shuaibu, U. A., Usman, M. A. M., & Çavuşoğlu, B. (2021). The Nexus among Competitively Valued Exchange Rates, Price Level, and Growth Performance in the Turkish Economy; New Insight from the Global Value Chains. *Journal of Risk and Financial Management*, 14(11). <https://doi.org/10.3390/jrfm14110528>
- Susanto, P., Hoque, M. E., Shah, N. U., Candra, A. H., Hashim, N. M. H. N., & Abdullah, N. L. (2023). Entrepreneurial orientation and performance of SMEs: the roles of marketing capabilities and social media usage. *Journal of Entrepreneurship in Emerging Economies*, 15(2), 379-403. <https://doi.org/10.1108/JEEE-03-2021-0090>
- Tan, S. C., Cheah, H. M., Chen, W., & Choy, D. (2017). Horizon Scanning and Implications in the Near Future. In *Pushing the Frontier: A Cohesive System-wide Approach to Integrating ICT into Education* (pp. 143-155). Springer Singapore. https://doi.org/10.1007/978-981-10-4239-3_11
- Tripodi, C. J. E. (2023). SMEs and Continuity of Success in the New Scenarios of Competition. (1).
- Usman, M. A. M., Ozdeser, H., Çavuşoğlu, B., & Aliyu, U. S. (2022). On the Sustainable Economic Growth in Sub-Saharan Africa: Do Remittances, Human Capital Flight, and Brain Drain Matter? , 14(4), 2117. <https://www.mdpi.com/2071-1050/14/4/2117>
- Waiganjo, M. N. (2022). Impact of Price Wars on Sales Performance of Carbonated Drinks Companies in Kenya: A Case of Highlands Drinks Limited.
- Wienclaw, R. (2017). *Direct e-marketing Research Starters Business*. EBSCO Ipswich, MA, USA, 1-6.