

**EFFECT OF SOCIAL MEDIA MARKETING AS A COMPETITIVE
STRATEGY ON SALES PERFORMANCE FOR SMALL AND MEDIUM
ENTERPRISES IN NAKURU CBD**

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DECLARATION AND APPROVAL

This is to declare that this project is my original work and has not been presented to any other University or Institution of Higher Learning.

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DEDICATION

First and foremost, I dedicate this research project to my God whose grace is sufficient the giver of all. Secondly I dedicate this work to my loving Husband Nelson Bogomba and children Jefferson and Jade.

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I thank the Almighty Father who gave me the strength, patience and the wisdom through the period of writing the thesis.

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ABSTRACT

The importance of social media in enhancing positive relationships between customers and business cannot be ignore since they offer new and innovative ways to communicate and network via the internet. Currently, there are various platforms provided by the social media networks such as Facebook, Google plus, LinkedIn, YouTube, Skype, WhatsApp and Twitter which are used as tools for marketing. Social media has opened a new perspective in the way business is conducted. Technology acceptance model theory and social media marketing theory was used in this research to provide deep understanding in social media. The study sought to determine effects of social media marketing strategies on performance of small and medium enterprise in Nakuru Central Business District. The study was guided by the following objectives: To establish the social media strategies adopted by small and medium enterprises to enhance sales performance in Nakuru CBD, to explore the use of social media by small and medium enterprises in customer acquisition, to determine how the adopted social media strategies help SMEs in improving customer service and customer retention, to examine the effectiveness of social media marketing in influencing buying decisions. The research adopted survey design. The study targeted the 350 registered small and medium enterprises in Nakuru CBD. The sample for the study was 78 small and medium businesses. Simple random sampling procedure was used to select the small and medium enterprises, Primary data was collected by the use of structured questionnaires which was designed and administered to the respondents. The finding indicated that marketing strategies and customer acquisition affect up to 10.8% and 50.9% positive variation in sales performance among SMEs respectively. Additionally, buying decision and Customer Service affect 3.3% and 40.6% positive variation in Sales Performance among SMEs. Conversely, Customer Retention affects 2.6% negative variation in sales performance among SMEs. The study recommends that online marketing strategies should be improved by SMEs in order to increase their sales performance. Secondly, SMEs should have a clear customer acquisition framework in order to have a sustainable target market segment. Moreover, customer service should be advanced to attract more online customers. Additionally, retention strategies of customers should be expanded to increase on sales performance. Finally, buying decisions being a major concern that affect negatively sales performance should be reinforced and made flexible.

Keywords: Social Media Network Sites, Small and Medium Enterprises, Sales Performance, Competitive Strategy, Social Media Marketing

TABLE OF CONTENTS

DECLARATION AND APPROVAL	ii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
LIST OF TABLES	x
LIST OF FIGURES	xi
ABBREVIATIONS AND ACRONYMS	xii
OPERATIONALIZATION OF KEY WORDS	xiii
CHAPTER ONE	2
INTRODUCTION	2
1.1 Background of the Study.....	2
1.2 Problem Statement.....	6
1.3. Objectives of the Study.....	6
1.3.1 General Objective.....	6
1.3.2. Specific Objectives.....	7
1.4. Research Hypotheses.....	7
1.5 Significance of the study.....	7
1.6 Limitations and Delimitations.....	8
1.7 Scope.....	8
CHAPTER TWO	9
LITERATURE REVIEW	9
2.1 Introduction.....	9
2.2 Theoretical Basis of the Study.....	9
2.2.1 The Use of Technology Acceptance Model.....	9
2.2.2 Social Media Theory.....	10
2.2.3. Social Media Marketing Theory.....	11
2.3 Effects of Social Media Strategies on Sales Performance.....	12
2.3.1 Face Book.....	13
2.3.2 Twitter.....	14

2.3.3 LinkedIn	14
2.4 Effects of Customer Acquisition on Sales Performance	15
2.5 Effects of Improving Customer Service on Sales Performance	16
2.5.1 Level Playing Field	16
2.5.2 More Informed Consumers	16
2.5.3 Authenticity in Customer Experience	17
2.5.4 Customer Service is Finally a Higher Priority	17
2.6 Effects of Customer Retention on Sales.....	17
2.7 Effects of Social Media Marketing on Sales Performance	18
2.7.1 Social Media Influence the Buying Behavior of Consumers	20
2.8. Conceptual Framework	21
CHAPTER THREE.....	23
RESEARCH METHODOLOGY	23
3.1 Introduction	23
3.2 Research Design.....	23
3.3 Target Population	23
3.4 Sample Size and Sampling Procedure.....	23
3.5 Data collection Tool	24
3.5.1 Data Collection Procedure	24
3.6. Pilot Study.....	24
3.6.1. Reliability of Research Instrument.....	24
3.7. Data analysis and Presentation.....	25
3.8 Ethical Issues.....	26
CHAPTER FOUR.....	27
DATA ANALYSIS AND INTERPRETATION.....	27
4.1. Introduction	27
4.2. Response Rate	27

4.3. Demographic Information	27
4.4. Descriptive statistics.....	30
4.4.1. Social media Marketing Strategies.....	30
4.4.2. Extent of Utilization of Social Media	32
4.4.3. Customer Acquisition.....	33
4.4.4. Customer Service and Retention	34
4.4.4.1.Importance of Social Media	34
4.4.4.2. Choice of Social Media Marketing	34
4.4.4.3. Improving Customer Service	35
4.4.4.4. Problem Resolution.....	36
4.4.4.5. Customer Retention.....	36
4.4.5. Buying Decisions	37
4.4.6. Sales Performance	40
4.5. Correlation Analysis.....	42
4.6. Regression Analysis	45
4.6.1. Model summary.....	46
4.6.2. ANOVA Analysis	46
4.6.3. Coefficients Table	47
4.6.4 Regression Results	48
4.7 Hypothesis Test	49
CHAPTER FIVE	51
SUMMARY, CONCLUSSIONS AND RECOMMENDATION	51
5.1. Introduction	51
5.2. Summary	51
5.2.1. Social media Marketing Strategies adopted by SMEs in Nakuru CBD.....	51
5.2.2. Customer Acquisition.....	51
5.2.3. Customer Service and Retention	52

5.2.4. Buying Decisions	52
5.2.5. Sales performance	53
5.2.6. Correlations	54
5.2.7. Regression Analysis	55
5.3. Conclusion.....	55
5.4. Recommendation.....	56
REFERENCES.....	57
Appendices I : Survey Questionnaire.....	66
Appendix II :	72
List of Small and Medium Enterprises in Nakuru CBD	72

LIST OF TABLES

Table 3. 1: Reliability Analysis	25
Table 4. 1 :Respondents' Age	27
Table 4. 2: Highest Education Level.....	28
Table 4. 3: Age and Frequency of Usage of Social Network Crosstabulation	28
Table 4. 4: Frequency of Usage of Social Network and Number of Clients Cross tabulation.....	29
Table 4. 5: Social media Marketing Strategies	30
Table 4. 6: Customer Acquisition	32
Table 4. 7: Customer Acquisition	33
Table 4. 8: Importance of Social Media in Provision of Customer Service	34
Table 4. 9: Choice of Social Media Marketing.....	34
Table 4. 10: Improving Customer Service	35
Table 4. 11: Problem Resolution	36
Table 4. 12: Customer Retention	37
Table 4. 13: Buying Decisions.....	38
Table 4. 14: Sales Performance	40
Table 4. 15: Correlations between Sales Performance and Social Media Marketing Strategies, Customer Acquisition, Customer Service and Retention and Buying Decisions adopted by SMEs	43
Table 4. 16: Model Summary	46
Table 4. 17: ANOVA ^a	46
Table 4. 18: Coefficients ^a	47

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	22
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ABBREVIATIONS AND ACRONYMS

SME	Small Medium Enterprises
CBD	Central Business District
TAM	Technology Acceptance Model
GOK	Government of Kenya
CRM	Customer Relationship Management

OPERATIONALIZATION OF KEY WORDS

Social media network: Social media are computer-mediated technologies that facilitate the creation and sharing of information, ideas, career interests and other forms of expression via virtual communities and networks (Dekker & Engbersen, 2014).

Small and medium enterprises: In Kenya small enterprises ranges from 11 to 50 workers and medium enterprises have from 51 to 100 workers (Mwarari & Ngugi, 2013).

Sales performance: Is the practice of monitoring and guiding personnel to improve their ability to sell products or services (Rummler & Brache, 2012).

Social media marketing: Is the use of social media platforms and websites to promote a product or service (Laroche, Habibi & Richard, 2013).

Competitive strategy: Is the long term plan of a particular organization in order to gain competitive advantage over its competitors in the industry (Porter, 2011).

Customer acquisitions: The process of persuading a consumer to purchase a company's goods or services (Ahuja & Medury, 2010).

Customer service: Is the provision of service to customers before, during and after a purchase (Kuo, & Wu, 2012).

Customer retention: Refers to the activities and actions companies and organizations take to reduce the number of customer defections (Payne, (2012).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In a competitive business environment, organizations try to reach their customers in the best possible way and this requires these firms to develop strategies that will create customer satisfaction, value and loyalty (Bolton, Gustafsson, McColl, Sirianni & Tse, 2014). Increasing usage of digital media by consumers and the tendency of more potential users joining the digital age, more companies are using digital marketing to reach their target markets. Indeed by the end of 2015, the numbers of Internet users around the world were over 3.2 billion and this vast information traffic will continue to double every year (Bosomworth, 2015).

Social Media Marketing makes use of social media sites to raise visibility on the Internet and to promote products and services, the Social media sites are useful for building social (and business) networks, and for exchanging ideas and knowledge. Social media networking is part of a trend known as Web 2.0, which refers to changes in the way users and software developers use the Web (Leonardiet, Huysman & Steinfield , 2013).

It is a more collaborative use of the Web that enhances creativity and knowledge exchange. It is a more interactive and user-driven way to help users participate and collaborate over the Web through open applications and services (Huang & Benyoucef, 2013). It is critical, therefore, that content is accessible to the user; the user should be able to create, share, remix, and repurpose content. Social Media Marketing uses podcasts, wikis, blogs, online videos, photo sharing, news sharing, message boards, and posts on social networking sites to reach a large or targeted audience (Baruah, 2012). The growth of Internet technology has enormous potential as it reduces the costs of product and service delivery and extends geographical boundaries in bringing buyers and sellers together. The Internet also allows small businesses to access markets and to maintain a presence that helps them to compete against the big players in the industry because this form of media describes a variety of new sources of online information that are created, initiated, spread and used by consumers' intent on educating each other about products, brands, services,

personalities and issues. Social media have become a major factor in influencing various aspects of consumer behavior including awareness, information acquisition, opinions, attitudes, purchase behavior, and post-purchase communication and evaluation (Salehi, 2012).

Marketing strategy is a business overall game plan for reaching people and turning them into customers of the product or service that the business provides. The marketing strategy of a company contains the company's value proposition, key marketing messages, information on the target customer, and other high level elements (Madu, 2013).

Drucker 1973, defines strategic marketing as a process consisting of: analyzing environmental, market competitive and business factors affecting the corporation and its business units, identifying market opportunities and threats and forecasting future trends in business areas of interest for the enterprise, and participating in setting objectives and formulating corporate and business unit strategies. Selecting market target strategies for the product-markets in each business unit, establishing marketing objectives as well as developing, implementing and managing the marketing program positioning strategies in order to meet market target needs”

1.1.1 Social Media

Social media is the collective of online communications channels dedicated to community-based input, interaction, content-sharing and collaboration. Social media is one of the most cost-efficient digital marketing methods used to syndicate content and increase your business' visibility. Implementing a social media strategy will greatly increase your brand recognition since you will be engaging with a broad audience of consumers and in return improve performance of the organization. (Kelley, Sheehan & Jugenheimer, 2015)

The importance of Social Media is still growing and could well become an essential mode of communication towards interacting with the customer and hotels can take advantage of this trend and rip the benefits in terms of online placement and revenue. Many organizations today use social media as a vehicle to reach out to millions of prospective and usual customers. Small and Medium businesses that engage in

constant communication with guests are drastically changing their marketing strategies by choosing the new age interactive media over traditional practices of marketing and public relations. This is considered so because the social media has been lauded as having an increasingly important role in many aspects of the small and medium business, including customer satisfaction and process improvement (Safko, 2010).

The Technology Acceptance Model (TAM) is an information systems theory that models how users come to accept and use a technology and how organizations need to adapt their operations to how the same customers migrate to. Broadly, technology acceptance model points that the intensity of an individual's intention to use technology can be explained jointly by his or her perception about the technology's usefulness and attitude towards the technology use (Venkatesh & Davis, 2000).). The model suggests that when users are presented with a new technology, a number of factors influence their decision about how and when they will use it, notably: Perceived usefulness (PU) and Perceived ease-of-use (PEOU), Technology Acceptance Model follows the thread of belief-intention-behavior (Davis et al, 1989, Gefen & Straub, 2000).

In addition, social network is one of social media marketing part that many famous well-known companies has been adopted to marketing their business and it is effective channel between the companies and its potential customers. Form of social network might refer to Blogging, Facebook, LinkedIn, YouTube and Twitter are online community allow users to exchange ideas, event, interest and activities within network (Neti, 2011).

1.1.2 Small and Medium Enterprises in Kenya

According to the government, firms are defined as Small when they have between 11 and 50 employees and whose annual turnover ranges between five hundred and five million shillings a turnover not exceeding Ksh5 million while one with 50-100 employees is considered to be medium-sized. (GOK, 2012b)

Small and medium enterprises are responsible for driving innovation and competition in many economic sectors. The sector also plays a key role in employment creation,

income generation and is the bedrock for industrializing the Country in the near future (Okibo & Makanga, 2014).

It is estimated that there are 7.5 million Small and medium enterprises in Kenya, providing employment and income generation opportunities to low income sectors of the economy. The Sector has continued to play an important role in the economy of this country. The sector's contribution to the Gross Domestic Product (GDP) has increased from 13.8 per cent in 1993 to about 40 per cent in 2008. The Small Enterprise Sector or Informal Sector provided approximately 80% of total employment and contributed over 92% of the new jobs created in 2008 according to the Economic Survey of 2014 (Mbugua,2016).

Small and medium enterprises are significant contributors to the global economy accounting for approximately 50% of local National GDP, 30% of export. While it is not possible to accurately quantify the number of Small and medium enterprises currently involved in international markets it appears to be increasing, particularly for Small and medium enterprises in the service sector. The opportunities for international business dealings have grown dramatically as the traditional barriers associated with distance and cross-border transactions have been reduced through new technology and trade negotiations. But the development of a fast-changing and increasingly complex global marketplace has also placed considerable pressures on firms, particularly Small and Medium enterprises (Mwaniki, Kinyanjui & Opiyo, 2017). Due to their characteristics, SMEs in Kenya suffer from constraints that include poor marketing strategies which in return affect their performance and general growth .The challenges are not only in the marketing strategies and but also in human resource development, market access, and access to modern technology and information. Firms that enter the international market will survive depending on the strategies that they will adopt to cope with these challenges. It is estimated that ¼ of the Small and Medium enterprises in Kenya engage in foreign trade and have access to foreign market (Njuguna, 2017).

1.2 Problem Statement

Small and Medium enterprises, like any other organizations, are constantly faced with the challenges of adapting to ever changing operational and technological conditions. For any organizations to survive, it is important to formulate, adopt and implement strategies that will make them competitive and continue to earn revenue and make profits. Creativity, innovation, as well as technological adaptations can improve profit margins and information easily shared with minimum budgets. Adoption of social media as a strategic marketing orientation can greatly enhance the profitability of small and medium enterprises. Social media strategy gives an organization a well-organized platform to have conversation with customers to persuade them to buy their products and services. Several research studies have been undertaken in the global perspective (Smits & Mogos, 2013) carried research on the impact of social media on business performance. The study observed that use of social media enhances business capabilities and lead to improved business process performance. Studies in Kenya have been carried out on social media Mutai (2012), Carried out a research study on social media as a strategic communication tool by Safaricom Ltd. The study concluded that social media ensured faster and instant information dissemination of information on the product and services in Safaricom. However, these studies focused on social media and the benefits, study on social media as a strategic tool on performance of small and medium enterprise sector in Kenya still remains fully unexplored. Gaps exist in studies on social media marketing strategies and how it affects the sales performance of small and medium enterprise sector in Kenya. This study aims at analyzing the effect of social media marketing strategies on sales performance of Small and medium enterprises in Nakuru Central Business District.

1.3. Objectives of the Study

1.3.1 General Objective

The general objective of the study was to assess the effect of social media marketing as a competitive strategy on sales performance for Small and Medium enterprises in Nakuru Central Business District, Kenya.

1.3.2. Specific Objectives

- i. To establish the social media strategies adopted by small and medium enterprises on sales performance in Nakuru Central Business District, Kenya
- ii. To explore the use of social media marketing in customer acquisition on increase of sales performance in Nakuru CBD, Kenya.
- iii. To determine effect of customer service on sales performance in Nakuru CBD, Kenya.
- iv. To determine effects of customer retention on sales performance in Nakuru CBD, Kenya.
- v. To examine the effectiveness of social media marketing in influencing buying decisions on sales performance in Nakuru CBD, Kenya.

1.4. Research Hypotheses

H₀₁: Social media strategies have no significance effect on sales performance in Nakuru CBD, Kenya.

H₀₂: Customer acquisition has no significance effect on sales performance in Nakuru CBD, Kenya.

H₀₃: Customer service has no significance effect on sales performance in Nakuru CBD, Kenya.

H₀₃: Customer retention has no significance effect on sales performance in Nakuru CBD, Kenya.

H₀₅: Buying decisions has no significance effect on sales performance in Nakuru CBD, Kenya.

1.5 Significance of the study

The findings of this study would be valuable to managers in the small and medium enterprises, the findings of this study would be of value as it explains the different strategies adopted by SMEs to improve sales and the extent to which these strategies have been effective. This would help managers in their duties of formulating and implementing strategies in future to ensure high sales rate in their companies

The study will provide necessary literature to researchers who wish to conduct

research on similar field of study. Recommendations of the study will form basis for future research which can be conducted to fill the gaps.

1.6 Limitations and Delimitations

The limitations relevant to the research include, Respondents may be reluctant to give out the required information but to solve this problem the researcher will have to convince them that the information given is confidential and is meant only for academic purposes. Secondly lack of sufficient finance may hinder this research but the researcher will solve this problem by applying for research funds.

1.7 Scope

The study sought to find out the effects of social media marketing strategies on sales performance of small and medium enterprises. It focused on all the small and medium enterprises in Nakuru Central Business District and the study took place between April 2017 to March 2018.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focuses on the review of the literature on social media. The main areas discussed include the following, Total Acceptance Model, social media theory, social media strategy formulation, the challenges faced by the SME while adapting social media marketing tools and social media network in improving customer service.

2.2 Theoretical Basis of the Study

The study is founded on two theories: social media theory and social media marketing theory.

2.2.1 The Use of Technology Acceptance Model

Technology Acceptance Model (TAM) is used as the foundation in this study for two reasons; (a) it is easy to be applied and (b) provide better understanding on the relationship amongst the variables used in the study (Amin, 2008). Furthermore, it is one of the most influential models which have been widely used in the studies of the determinants of information system acceptance, TAM is an information systems theory that models how users come to accept and use a technology (Davis , 1993).

TAM is an adaptation of TRA and specifically tailored for modeling user acceptance of information systems (Venkatesh & Davis, 2000). TAM is established generally to provide an explanation of the determinants of technology acceptance and capable of explaining user behavior across a broad range of end-user technologies and user populations while at the same time being parsimonious and theoretically justified (Amin, 2007b). The model proposes that when users are presented with a particular technology, two particular beliefs namely perceived usefulness and perceived ease of use affected their behavioral intention to use the system.

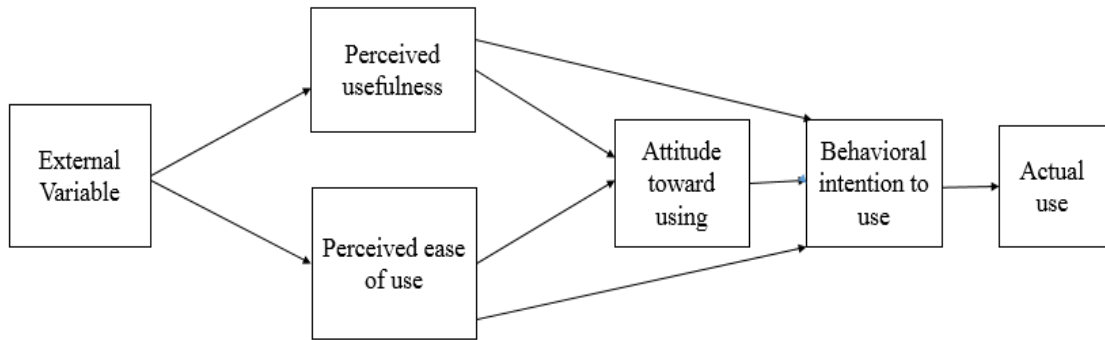


Figure 1.6:TAM Ali H. Al-Badi, Abdullah S. Al-Rashdi and Taher A. Ba-Omar, 2011 Technology Acceptance

The "External Variables" referred to in the TAM includes a user's internal belief, attitude and intention connected to an individual's difference, situation and controllable behavior, which is an underlying factor that indirectly influences a user's behavior(Wixom & Todd, 2005). For example different system characteristics will affect the user's Perceived Usefulness of that particular technology while the characteristics of system design, training and system operating manuals will affect the user's Perceived Ease of Use (Pituch, & Lee, 2006).) found that "Attitude Toward Using" only played a small part of intermediate effect in the process of influence to "Intention to Use" subsequently some scholars removed "Attitude Toward Using" from TAM which has also obtained research support (Chyou, Kang, & Cheng, 2012)

2.2.2 Social Media Theory

According to Maravilhas (2014), scanning the business environment both technologically and market developments and spotting the opportunities for gaining advantage and potential threats to current business and giving preference to transformational technologies is important in enabling success through technology. Chua & Banerjee (2013), define social media are interactive Web 2.0 Internet-based applications. User-generated content, such as text posts or comments, digital photos or videos, and data generated through all online interactions,

Organizations are actively leveraging the power of social networks to find new business opportunities, new groups of like-minded individuals and companies, new sources of industry specific wisdom, advice and expertise (Venkatesh & Jayasingh,

2016). Social media offer the benefits of customers and employees sharing experiences, companies being more networked and being able to absorb and employ better experienced employees, who they have actively engaged on the social media, better public relations through instant communication, sharing of information between employees, customers and top management. This translates to increased performance and service delivery, enabling efficient achievement of corporate goals and objectives (Berthon, Pitt, Plangger & Shapiro, 2012). In the social media the real power of social media stems from its ability to scale through brand advocates, product enthusiasts, and market influencers who amplify messages, support products, and act as brand ambassadors (Fuggetta, 2012)

Social media is a cost-effective method for marketing activities. It is important to note that consumers do not use the social media to help an organization but because they feel it helps the way they consume products and services (McKenzie, 2013). The role of the organization is to guide the users in achieving their satisfaction, this informs the organization to tailor their products, services and information on the social media to their advantage in a way to gain traffic which can translate to customers getting hooked up to the organization (Huang & Benyoucef, 2015). Social technology can play a major role in business as it enables engaging with all staff in a way that every member of staff receives the same brand message at the same time, this helps the organization to demystify the brand confusion and make marketing clear to customers (Malthouse, Haenlein, Skiera. Wege & Zhang, 2013).

All these social media theories help us understand more about social media and its role in a business. Therefore, this theory is relevant to this study.

2.2.3. Social Media Marketing Theory

Social Media Marketing focuses on people, not products as the customers have the final say on how the product and services are offered. Whether the corporate promotes them with enthusiasm, what matters is the conversation of the customers (Withiam, 2011). Their word for a superior product or service spreads like a wildfire which in social networking term goes viral and vice versa in this aspect, corporate need to develop content that appeals and attract customers, a big number of consumers

abandon websites after three clicks opting to use social media channels instead (Isaías, Pifano & Miranda, 2012).

The international marketers need to recognize the power and critical nature of the conversations being held by consumers using social media, social media marketing weapons can be used largely for free and very easily, in comparison with other promotional tools. This implies that social media is freely available in all internet based applications as long as you are connected to the internet. Most applications are available for free on the internet and users access the content easily on their computers and portable smart devices (Levinson, 2010).

Social Media give analytics and metrics that can aid corporate marketing strategy. The organization's social media page traffic is measured and analyzed and the data is used to inform marketing decisions (Castronovo & Huang, 2012). Every business is, in some shape or form, a social business. This supports the idea of marketing where sellers and buyers communicate to conduct business. The important aspect is that conversations have to take place so that goods and services are sold hence communication is critical (Chesbrough, 2013).

The growth of social media allows for clustering of lifestyle groups through a natural process. Therefore, the corporate might have less control on how the groups of customers relay the message in the social media .To deal with this challenge dedicated personnel should be engaged to full time management of the company presence on various social network sites, to act as a company's voice (Turner, 2010). In conclusion social media supports a more flexible and efficient way of communication, that is more interactive and responsive and that is why this theory is relevant to this study.

2.3Effects of Social Media Strategies on Sales Performance

Social media has gained a lot of popularity over the past few years and as a result of this popularity, other traditional Media have experienced decline in both business and popularity, the main stream media channels have faced many challenges in recent times that have led to closure with TV facing down turn in their profits levels (Doyle, 2013).

According to Hidayat, (2012) social media are correlating the performance of these traditional channels to the rise of social media in marketing and brand management. As a result of completion and tough economic environment, companies have tightened their budgets especially advertising budgets which have shifted to online channels. Company brands are gradually shifting their advertising priorities to align better with today's buyers. Today's buyers are tech savvy and social media. Therefore it is the proliferation of the social media network services in brand management and marketing that bring us to the attention of social media networks (Odhiambo&Adhiambo, 2012).

In the last couple of years, different kind of social media networking services have emerged and currently there are innumerable social media channels that connect people to each other. The most popular social network sites that are widely used are; Face book, Twitter, YouTube, LinkedIn and Flickr. In fact, Facebook, twitter and YouTube are the most common channels companies use in their online marketing for creating brand awareness or just engaging with the customers (Hansen, Shneiderman & Smith, 2010).

Though LinkedIn is also widely used by companies, it mainly targets to establish relationship on a professional perspective and slowly becoming business to business channel compared to other three networking sites mentioned above, however for the purpose of this study, only five most popular social networking services are reviewed (Safko,2010).

2.3.1 Face Book

Facebook was launched in 2004 and have over 2 billion active users in 2017, of which 350 million users access Facebook through mobile devices. An average Facebook user is estimated to have at least 130 friends and is connected to 80 community pages, groups and events. There are more than 70 languages available on the site. Its main use is to establish and maintain relationships in work related situations, in political affiliations or just among friends and families (Odhiambo& Odhiambo , 2012)

Facebook has become the most powerful tool for marketing today. In April 2011, the company launched a new service for marketers and interested agencies which is a form of online platform (Portal) that allows marketers and creative design agencies to

build brand promotions on Facebook. Facebook is now a direct competitor of Google in online advertising and this new service has made it possible for companies such as Financial Times and ABC News to create dynamic commercial graphics or advertisement (Simon, 2011).

2.3.2 Twitter

Twitter was created in March 2006 by Jack Dorsey and launched that same year in July. Unlike Facebook where one can have friends to share different things, with twitter one has to get connected to the latest information on what they find interesting. One has to find the public stream that interests them and follow in the conversations. Each tweet is 280 characters in length. One can still follow the tweets regardless of whether they do not tweet at all, and also there is no limit as to how many tweets one can send within a given day (O'Reilly, 2011).

Through Twitter businesses now share their information or news faster to a large audience online following the company, and from a strategic stand point, this has helped companies that uses Twitter to position their brands and also gather business insight through feedback to boost their market intelligence in order to accurately target customers with relevant services and products or enhance business relationships. Twitter has helped lift brands, enhance customer relationship marketing and also improved direct sales by reaching out directly to the engaged audience on the platform (Saravana & Sugantha, 2012).

2.3.3 LinkedIn

LinkedIn started in 2002, but was officially launched on May 5, 2003. Many professionals have joined LinkedIn in recent years to share knowledge and insight in more than one million LinkedIn groups. The company operates the world's largest professional network on the internet with more than 135 million members in over 200 countries and territories. It is estimated that more than 7 million companies have LinkedIn Company Pages (Taylor, 2013)

In LinkedIn, companies have access to a wealth of information that are mostly user provided through their profile data i.e. company name, job title, size of the company and LinkedIn uses this information for advertising targeted to towards members. Companies pay some fees to advertise their products and services to particular

LinkedIn members or affiliation groups on LinkedIn. The classic example is the success of Cathay Pacific Airway through their LinkedIn company page sends messages to the people who are following their company on LinkedIn asking them to recommend the company. Through this, the company has been able to increase its brand awareness among target market segment (Schaffer, 2013).

2.4 Effects of Customer Acquisition on Sales Performance

Customer acquisition is always a starting point in building customer relationship. Targeting, attracting and retaining the right customers require a consideration of fit with current firm providing, future profitability, and contribution to the overall success and risks of business. Many firms do not use appropriate criteria to identify and attract profitable customers and their marketing strategy is widely communicated to potential customers who may or may not be profitable (Linoff & Berr, 2011)

Subsequently, customer acquisition can be a costly and risky process because new customers may not represent a good fit for the organization's value proposition. Inadequate focus during acquisition activities result in adverse selection and make firms less profitable (Teece, 2010). This can be solved by adverse selection by using data from firm's CRM system helps to target prospects and respond for the problem. This approach improves customers who are approved while reducing the number of "bad" customers. This method can be expanded to new customer attraction and better targeting of promotions to migrate customers to higher levels of lifetime value (Devaraja, Campus & Sruthi, 2012).

Customer acquisition isn't a just a linear path through a sales funnel any more. Social engagement and sharing opportunities exist wherever content is published, interactions and brand/consumer communications occur. Realizing how to incorporate social elements to facilitate engagement and sharing helps brands extend their reach and enlist customers to advocate for them (Stahlberg & Maila, 2013).

Social customer acquisition is essentially the art of building and maintaining relationships to improve the traditional customer acquisition and retention processes. It's not restricted to social media, but social media is certainly a good place to start (Bodnar & Cohen, 2011).

Non-social customer acquisition tactics are on their way out. Traditional push marketing just can't keep up with pull marketing. 70% of consumers trust brand recommendations from friends and family, but only 32% trust information on brand websites and even fewer trust advertisements. While most startups are aligned with the inbound, social customer acquisition movement, many of them are still struggling to do it effectively (Mares & Weinberg, 2014).

2.5 Effects of Improving Customer Service on Sales Performance

Social media designed to be disseminated through social interaction, using heavily accessible and scalable publishing techniques, social media uses Internet and web-based technologies to transform various broadcast media monologues (one-to-many) into social dialogues (many-to-many) it supports the democratization of knowledge and information (Trottier, 2016).

Social media is impacting customer service and its giving rise to a whole new chapter in reputation management, the customers and the firms have the following advantages.

2.5.1 Level Playing Field

Consumers are now less intimidated by big companies, whether they can turn off cable, hang on phone service or shut off electricity because of customer service disputes. The number of communication channels available to consumers has continued to grow throughout recent years; we can call, chat, email, use the website but those channels still tipped the balance of power in the relationship to the company, not the consumer (Davis & White, 2015). Social media is changing that and as a result, consumers are more confident. And, as many companies have discovered, confident consumers are not necessarily high maintenance, they can be very loyal when treated well (Bolton et al., 2013)

2.5.2 More Informed Consumers

The advent of the Internet gave rise to a dramatic increase in the amount of information available to consumers, which significantly changed their purchasing habits, particularly for high-ticket products. But that information was often written by the companies selling those products and could be viewed with less trust (Zayer & Coleman, 2012). Over time sites like Amazon.com put user ratings on their site,

which were obviously not authored by the Companies manufacturing the products being sold. Now, social media is giving consumers access to even more information and it is for the most part unbiased, because consumers themselves are openly sharing their likes, dislikes and experiences with companies and products (Gerhardt, 2012).

2.5.3 Authenticity in Customer Experience

Social media has an organic feel to it, or an authenticity, that other channels do not have. It feels personal and unbiased, not corporate and controlled (even if it is). Organizations should harness that power of the various social media channels and use it to better develop relationships with customers (O'Connor, 2012). Social media channels also provide more opportunities to make customers feel good. When customers join certain social media sites, they are suddenly “premium” members. Top tweeters see their tweets come up on the home page, the insinuation of exceptional status reassures customers that they are special (Belew, 2014).

2.5.4 Customer Service is Finally a Higher Priority

Social media has democratized customer service in another way as well, and that's with the executive office, elevating and prioritizing customer service is a favorite catch phrase in executive speeches and in annual reports but we all know it's viewed as a place to cut costs, not invest (Berger, 2013). They see it as an area where money is thrown down the drain, rather than invested in customer loyalty, we also know executives are famous for viewing their own customer service efforts and results through rose-colored glasses (Wang et al 2017). C-level executives are finally realizing that it's not just enough to balance the cost of adding more customer service reps against irritating some customers, it's about preventing real damage to the brand. Customer complaints are no longer just in the realm of customer service; they're now part of the corporate world of branding and reputation management and that's because social media is forcing these executives to pay attention (Trottier, 2016).

2.6 Effects of Customer Retention on Sales

A customer retention strategy aims to keep a high proportion of valuable customers by reducing customer defections and a customer development strategy aims to increase the value of those retained customers to the company. Just as customer acquisition is focused on particular prospects, retention and development also focus

on particular customers. Focus is necessary because not all customers are worth retaining and not all customers have potential for development (Narteh, Agbemabiese, Kodua & Braimah, 2013)

According to Sarwar, Abbasi & Pervaiz (2012), indicated the factors that can cause retention of customers include; creation of client satisfaction and trustworthiness, involving of buyers, create barriers to choosing, effective communication. Quality service, proper pricing and developing several options for retaining customers are other factors that need attention especially in sector involving advertisement.

Organizations different customer retention measures that include, firstly raw customer retention rate which takes into account the number of customers doing business with a firm at the end of a trading period, expressed as percentage of those who were active customers at the beginning of the period. Secondly sales-adjusted retention rate it is the value of sales achieved from the retained customers, expressed as a percentage of the sales achieved from all customers who were active at the beginning of the period. Lastly profit adjusted retention rate it concentrates on the profit earned from the retained customers, expressed as a percentage of the profit earned from all customers who were active at the beginning of the period (Minja, 2015).

2.7 Effects of Social Media Marketing on Sales Performance

Just as sites like Facebook and Twitter have revolutionized how people interact with each other, they have also forever changed how business is done. There is a reason why social media marketing is one of the biggest trends in business right now. When social media is done right, it can be extremely effective, even more so than many other commonly used advertising mediums. (Chu & Kim, 2011) But what exactly is it about these social media sites that make them such invaluable tools for businesses?

The following are key characteristics of social media marketing that make it an extremely effective resource in today's business environment.

Firstly, social media provide an extremely diverse audience since people of all ages and from all walks of life can be found on social networks, which means the marketing opportunities are endless. Whether you want to advertise a product targeted for teen boys or a service intended for middle-aged women, these networks are filled

with much broader demographics than they were just a few short years ago (Ifland et al., 2009)

Secondly it enables consumers spend a lot of time on these sites, not only is the number of people on social networks growing, but these same consumers are also increasing the amount of time they spend on these sites. Let's face it. Tweets, newsfeeds, status updates, and mobile uploads have become a major parts of our everyday lives. The chances of an advertisement being noticed on Facebook, for example, have become much greater than one being noticed on the radio or even in print(Kaplan, 2012).Thirdly it provides unique interactive opportunities. Typically, customers don't get a chance to directly interact with a business unless they go into the store itself or contact customer support. With the use of Facebook "Fan Pages" and other social networks, people now can have direct conversations about your brand and with your business as well as connect with people who share their similar interests. Whether it's to ask questions, download coupons, or upload images, interaction through social media profiles can strengthen your organization. It's word of mouth marketing at its finest (Habibi. Loroche & Richard, 2014).

Lastly the ability of social media to perform brand monitoring, Along with the interactive opportunities offered by social networks, the ability to keep track of what others are saying about your company known as brand monitoring is a huge plus to social media advertising. Instead of conducting complicated polls and surveys through other mediums that are not likely to get a great response rate, you can find out what others think about your product or service in a whole new simplified and inexpensive way (Assaad & Gomez, 2011).

While business owners can't make customers use social media, they can influence the kinds of things a social media connected shopper finds. This is why it's important to establish a social media presence (Evans ,2010).Business owners can even encourage people to use social media while shopping by including social media in their point-of-sale marketing. If people know they can find out about specials on social media, they'll go check it out (Dabbagh & Kitsantas, 2012). There is growing volume of research that shows the value of social media. Social media influences shopping behavior in all age groups, but especially the important younger and Hispanic populations. Business owners need to work to refine their social media marketing

strategies so they can get the boost in sales that some of the stores in the data set did (Deloitte, 2016)

2.7.1 Social Media Influence the Buying Behavior of Consumers

Most business owners and marketers have heard the refrain that social media is important. Social media is more accurately and the content that is easy to spread via social media it has the ability to make people act in very specific ways that are positive to business owners (Jefferson & Tanton, 2013). The following are most common avenues through which consumers get information that influences the buying and in return increases the sales performance

First through search engines one of the reasons that the internet in general and social media in particular are so effective for consumers is that it's fast. Shoppers can easily look up your hours of operation, your address and your online shopping opportunities (Cheung & Lee, 2010). These consumers are not going to scroll page after page after page to find you or a more positive review of your business. The more fresh content posted daily, the better chance a business has of getting on the first page of a search. Social media sites provide a means to keep content fresh, alive and active (Harris& Dennis, 2011).

Secondly through online deals Shoppers use social media to search for deals. Since approximately 85 percent of consumers say they will change their shopping behavior in response to social media content, businesses must use the platforms to promote sales and specials or risk losing out on potential sales (Leeflang, Verhoef, Dahlström, & Freundt, 2014). When looking at the marketing budget for the year, for example, savvy business owners invest in fresh content and coupons that are posted on their social media sites. They reward customers for signing up for alerts and for providing valuable personal information about their shopping trends (Hudson & Hudson, 2013).

2.8. Conceptual Framework

A conceptual framework explains either graphically or in narrative form the main dimensions to be studied the key factors, or variables and the presumed relationships among them

The conceptual framework diagram shows the fundamental factors influencing the relationship of the principal constructs elements or variables, and how they relate to the research questions or the hypothesis. Variables form the basic units of the information studied and interpreted in research studies. They are usually categorized into independent and dependent variables. Independent variables constitute the supposed cause, while the dependent variables constitute the assumed .A conceptual framework has the potential usefulness as a tool to help make meaning of subsequent findings.

The conceptual framework is illustrated by Figure 2.1

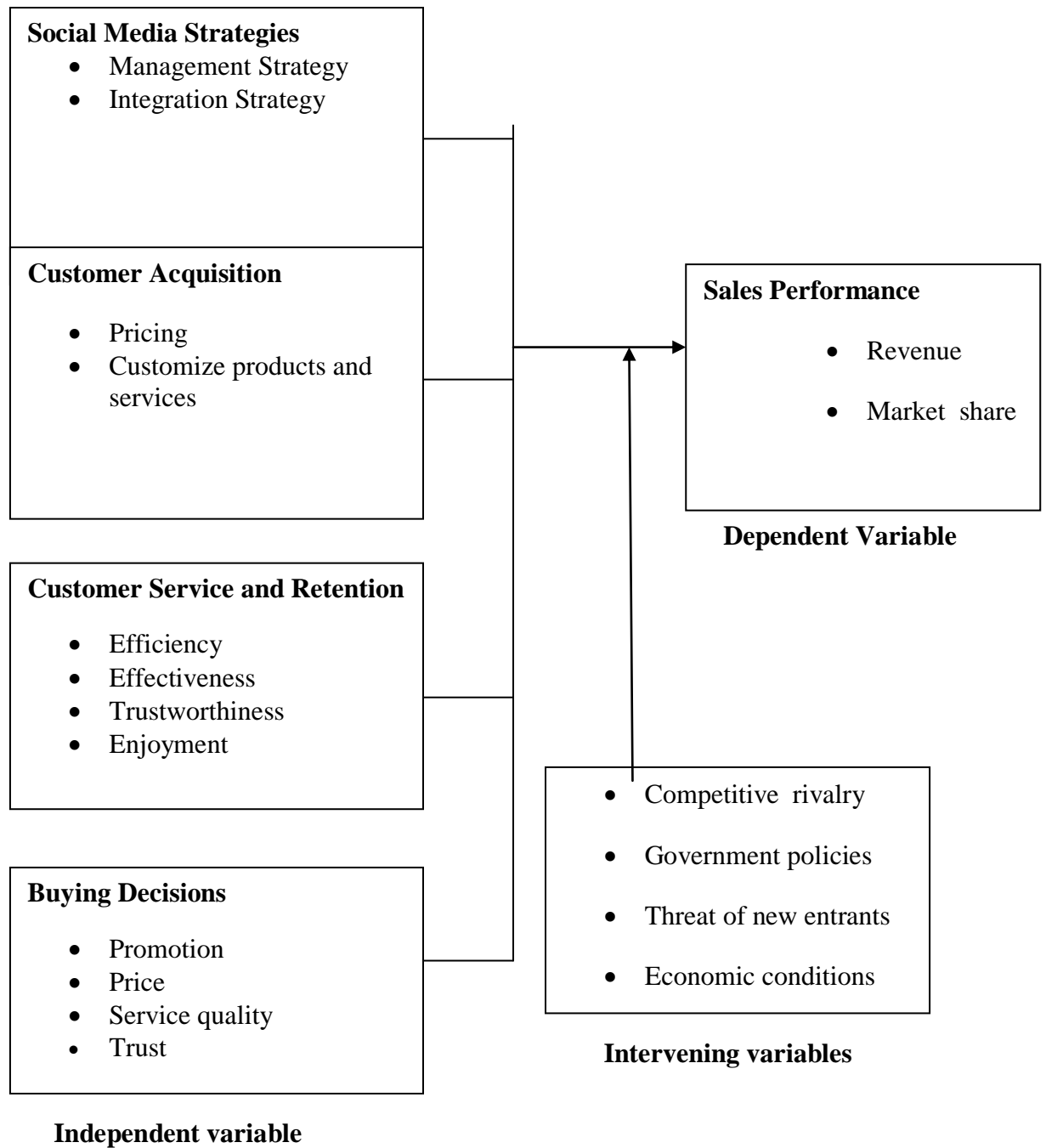


Figure 2. 1: Conceptual Framework

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The essence of methodology is to outline the step-by step procedure of conducting research with the aim of arriving at findings that address research objectives. The chapter therefore focuses on research design, target population, sampling procedure, data reliability and validity, data collection, data analysis and data presentation.

3.2 Research Design

A research design is a scheme, outline or plan that is used to generate answers to research problems (Orodho, 2003).The study adopted both descriptive and correlation research design. Kothari (2004) describes descriptive research designs as preliminary and exploratory studies to allow researchers to gather information, summarize, present and interpret for the purpose of clarification. On the other hand, correlation design was used to facilitate drawing inferences through correlation analysis.

3.3 Target Population

The study focused on 350 small and medium enterprises in Nakuru CBD, see Appendix II.

3.4 Sample Size and Sampling Procedure

Simple Random sampling was used to pick the enterprises and respondents. The Nassiuma's (2000) formula was adopted to determine the sample size as illustrated below. The choice of this formula is premised on the fact that it is relatively recent and is able to facilitate determination of sample size that is relatively manageable regardless of the size of the study population.

$$n = \frac{NC^2}{C^2 + (N-1)e^2}$$

Where; n, is the sample size being determined; N, is the total population of the registered small and medium enterprises C, is the coefficient of variation, 30% is usually acceptable (Nassiuma, 2000); e, is the relative standard error, 5% is acceptable.

$$n = \frac{350 \times 0.3^2}{0.3^2 + (350 - 1)0.03^2}$$

$$n = \frac{31.5}{0.09 + 0.1396}$$

s

$$=77.55 \approx 78 \text{ enterprises}$$

3.5 Data collection Tool

This study utilized structured questionnaires for data collection which was constructed in line with the objectives of the study and administered to the target population.

3.5.1 Data Collection Procedure

Drop and pick method was used in the administration of the questionnaires on selected respondents, where the respondents were given four days to fill the questionnaire.

3.6. Pilot Study

A pilot study was used to test the consistency of internal data, the reliability of the measurement scales for the variables used in the questionnaire and to test the goodness of data (Sekaran, 2000). According to Connelly (2008), extant literature suggests that a pilot study sample should be 10% of the sample projected for the larger parent study. Therefore 8 questionnaires was used for piloting in Eldoret town.

3.6.1. Reliability of Research Instrument

Reliability of a research instrument is the ability of the instrument to produce similar results after repeated trials. Basically, reliability estimates are employed to evaluate the stability of measure, and internal consistency. Reliability coefficients range from

0.00 to 1.00, with higher coefficients indicating higher levels of reliability of research instrument. In this study the Cronbach alpha (α) was used to measure the reliability of the instrument and it was estimated that variables that turn out an alpha value of at least 0.7 was considered reliable. Table 3.1 shows results of reliability statistics

Table 3. 1: Reliability Analysis

No	Variable	No. of items	Cronbach alpha	Decision
1.	Social media strategies	8	0.806	Reliable
2.	Customer acquisition	9	0.838	Reliable
3.	Customer service & retention	11	0.942	Reliable
4.	Buying decision	8	0.822	Reliable
5.	Sales performance	14	0.736	Reliable
6.	Overall Cronbach alpha		0.8288	Reliable

The finding indicated that the variables under investigation turned out an alpha value of 0.7 which are above the acceptable threshold .It can be concluded that the variables were all reliable.

3.7. Data analysis and Presentation

The data collected using the questionnaires was sorted, edited and coded. Statistical package for social science (SPSS) was used in data processing and analysis. Data was analyzed descriptively after which Pearson’s correlation analysis was run to determine the relationship between social media as a marketing tool and sale performance of SMEs

Below presents the research model analysis equation for the research is as presented below:

$$Y = \beta_0 + \beta_1 C_1 + \beta_2 C_2 + \beta_3 C_3 + \beta_4 C_4 + \beta_5 C_5 + \varepsilon$$

Y	=	Sales performance
a	=	Constant
β	=	Coefficients to be estimated
C ₁	=	Social media strategies
C ₂	=	Customer Acquisition
C ₃	=	Customer service
C ₄	=	Customer Retention
C ₅	=	Buying decisions
ε	=	Error term

3.8 Ethical Issues

During collection of data ethics was observed by first getting informed consent which is the major ethical issue in conducting research. According to Armiger (2009) he notes that ethical issues mean that a person knowingly, voluntarily and intelligently, and in a clear and manifest way, gives his consent. Informed consent seeks to incorporate the rights of autonomous individuals through self-determination. It also seeks to prevent assaults on the integrity of the individual and protect personal liberty and veracity.

The issue of confidentiality and anonymity is closely connected with the rights of beneficence, respect for the dignity and fidelity. Anonymity is protected when the subject's identity cannot be linked with personal responses. If the researcher is not able to promise anonymity he has to address confidentiality, which is the management of private information by the researcher in order to protect the subject's identity. In this study, both confidentiality and anonymity was achieved by ensuring that the information obtained was used for the purpose of this study only. The data collection instrument was constructed in such a way that the identity of the respondent was not disclosed.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1. Introduction

This chapter, presents data analyzed beginning with respondents' demographic information, descriptive statistics and finally inferential statistics relative to the study objectives.

4.2. Response Rate

The initial sample size for the study was 78. After issuance of the questionnaires, 71 was dully filled and collected. This gave a response rate of 91% which was seen to be adequate to provide sufficient study data.

4.3. Demographic Information

An analysis was done to describe respondents' demography as regards to age, education level, age and frequency of usage of social network.

4.3.1. Respondents' Age

Respondents' age is presented in Table 4.1.

Table 4. 1: Respondent's Age

Variable	Frequency	Percent (%)
0-20 years	7	9.9
21-40 years	51	71.8
41-60 years	12	16.9
61 years and above	1	1.4
Total	71	100.0

As it can be observed, 71.8% of the respondents were aged between 21-40 years, followed by 16.9% being the ages between 41-60 years.in addition respondents between age 0-20 and above 61 years were 9.9% and 1.4% respectively.

4.3.2. Education Level

The respondents' educational level was duly analyzed and presented in Table 4.2.

Table 4. 2: Highest Education Level

Variable	Frequency	Percent
Secondary	4	5.6
College/University	67	94.4
Total	71	100.0

It was noted that 94.4% of respondents had college/university education while only 5.6% had secondary education.

4.3.3. Cross Tabulation between Age and frequency of usage of social network

An analysis was done to determine association between age and frequency of usage of social network .Table 4.3 shows finding of the analysis.

Table 4. 3: Age and Frequency of Usage of Social Network Crosstabulation

		Frequency of Usage of Social Network						
		Facebook	Twitter	Whatsap	LinkedI			
Age	0-20 years	Count	0	5	1	1	7	
		Expected	2.6	.6	3.5	.3	7.0	
		% of Total	0.0%	7.0%	1.4%	1.4%	9.9%	
	21-40 years	Count	19	1	29	2	51	
		Expected	18.7	4.3	25.9	2.2	51.0	
		% of Total	26.8%	1.4%	40.8%	2.8%	71.8%	
	41-60 years	Count	7	0	5	0	12	
		Expected	4.4	1.0	6.1	.5	12.0	
		% of Total	9.9%	0.0%	7.0%	0.0%	16.9%	
	61 years and above	Count	0	0	1	0	1	
		Expected	.4	.1	.5	.0	1.0	
		% of Total	0.0%	0.0%	1.4%	0.0%	1.4%	
	Total		Count	26	6	36	3	71
			Expected	26.0	6.0	36.0	3.0	71.0
			% of Total	36.6%	8.5%	50.7%	4.2%	100.0%
Pearson Chi-Square	46.096							
Df	9							
p- value	0.000							

It was observed that respondents age and frequency of usage of social network are statistically significant at 95% confidence level (Pearson chi-square=46.096; p<0.05). It can be established that there is a significant association between respondents' age and frequency of usage of social network.

4.3.4. Cross Tabulation between Frequency of Usage of Social Network and Number of clients

An examination was done to determine whether there existed association Frequency of Usage of Social Network and Number of clients. Table 4.4 shows results of the analysis.

Table 4. 4: Frequency of Usage of Social Network and Number of Clients Cross tabulation

			Number of clients				Total	
			Upto 50 clients	51-200 clients	201-500 clients	More than 500 clients	5.00	
Frequency of Usage of Social Network	Facebook	Count	7	11	6	1	1	26
		Expected Count	4.0	10.3	5.1	5.9	.7	26.0
		% of Total	9.9%	15.5%	8.5%	1.4%	1.4%	36.6%
	Twitter	Count	0	5	0	1	0	6
		Expected Count	.9	2.4	1.2	1.4	.2	6.0
		% of Total	0.0%	7.0%	0.0%	1.4%	0.0%	8.5%
	Whatsapp	Count	4	11	7	14	0	36
		Expected Count	5.6	14.2	7.1	8.1	1.0	36.0
		% of Total	5.6%	15.5%	9.9%	19.7%	0.0%	50.7%
	Linkedin	Count	0	1	1	0	1	3
		Expected Count	.5	1.2	.6	.7	.1	3.0
		% of Total	0.0%	1.4%	1.4%	0.0%	1.4%	4.2%
		Count	11	28	14	16	2	71
		Expected Count	11.0	28.0	14.0	16.0	2.0	71.0
		% of Total	15.5%	39.4%	19.7%	22.5%	2.8%	100.0%

Pearson Chi-Square	29.65
Df	12
p- value	.003

It was noted that Frequency of Usage of Social Network and Number of Clients are statistically significant at 95% confidence level (Pearson chi-square=29.65; $p < 0.05$). This implies that there exists a significant association between Frequency of Usage of Social Network and Number of Clients.

4.4. Descriptive statistics

Data was analyzed descriptively to appreciate the respondents' understanding of the study variables.

4.4.1. Social media Marketing Strategies

Data was analyzed to investigate respondents' view of Social media Marketing Strategies used in their enterprises. The finding is presented in Table 4.5.

Table 4. 5: Social media Marketing Strategies

Statement	N	SD	D	N	A	SA	χ^2	P-value
My organization has integrated social media marketing strategies	71	7.0%	5.6%	0.0%	67.6%	19.7%	72.16	0.000
My organization social media strategy supports outsourcing of social media.	71	1.4%	1.4%	18.3%	54.9%	23.9%	68.51	0.000
My organization spends more than 5 hours per week on social media marketing.	71	4.2%	5.6%	0.0%	73.2%	16.9%	90.86	0.000
My organization spends Less than 5 hour per week on social media marketing	71	15.5%	5.6%	7.0%	57.7%	14.1%	65.83	0.000
There is a personnel who manage social media	71	5.6%	5.6%	0.0%	67.6%	21.1%	73.28	0.000
There is a budget allocated for development of social media	71	1.4%	11.3%	22.5%	42.3%	22.5%	33.01	0.000

There is a social media strategy in my organization.	71	8.5%	12.7%	0.0%	63.4%	15.5%	56.4	0.00
Social media strategy implementation	71	2.8%	5.6%	0.0%	66.2%	25.4%	72.8	0.00

Key: SD = Strongly Disagree; D=Disagree; N = Neutral; SA = Strongly Agree; A = Agree; and %=Percentages

The finding from Table 4.5 indicates that up to 83.7% of the respondents significantly ($\chi^2=72.16$; $p<0.05$) agreed that their organization has integrated social media marketing strategies while 12.7% disagreed. This observation was supported by 78.8% who significantly ($\chi^2=80.63$; $p<0.05$) asserts that their organization social media strategy supports outsourcing of social media whereas 21.2% of the respondents differed. This implies that social media strategy implementation may affect sales performance in an organization. This finding is consistent with Hidayat (2012) who assert that social media are correlating the performance of these traditional channels to the rise of social media in marketing and brand management. As a result of completion and tough economic environment, companies have tightened their budgets especially advertising budgets which have shifted to online channels.

In addition, nearly 71.8% of the respondents significantly ($\chi^2=65.83$; $p<0.05$) agreed that their organization spends less than 5 hours per week on social media marketing and that 91.6% significantly ($\chi^2=72.83$; $p<0.05$) agreed that Social media strategy implementation is important in their firms. However, it was observed that up to 18.2% significantly ($\chi^2=73.28$; $p<0.05$) disagreed that there is a personnel who manage social media.in addition, 35.2 % significantly ($\chi^2=33.01$; $p<0.05$) disagreed that there was budget allocated for development of social media.

This implies that sales performance may not be achieved effectively. This finding agrees with Simon (2011) who maintains that Facebook is a direct competitor of Google in online advertising and this new service has made it possible for companies such as Financial Times and ABC News to create dynamic commercial graphics or advertisement. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was significantly different from the

expected value. It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were significant difference in how respondents agreed and or disagreed concerning a statement.

4.4.2. Extent of Utilization of Social Media

Data was analyzed to determine extent of utilization of social media in customer acquisition Table 4.6 shows the results of the analysis.

Table 4. 6: Customer Acquisition

Social media	N	Never	Rarely	Sometime s	Often	Always	χ^2	P-value
Linked in	71	9 12.7%	2 2.8%	15 21.1%	27 38.0%	18 25.4%	24.99	0.000
Instagram	71	1 1.4%	10 14.1%	15 21.1%	30 42.3%	15 21.1%	31.18	0.000
Face book	71	3 4.2%	2 2.8%	14 19.7%	24 33.8%	28 39.4%	39.49	0.000
Whatsapp	71	1 1.4%	2 2.8%	10 14.1%	32 45.1%	26 36.6%	56.11	0.000
Twitter	71	5 7.0%	4 5.6%	14 19.7%	33 46.5%	15 21.1%	38.23	0.000

As it can be seen in Table 4.6, close to 45.1% and 36.6% of the respondents significantly ($\chi^2=56.11$; $p<0.05$) affirmed that Whatsapp was often and always used in customer acquisition. This was followed by 33.8% and 39.4% significantly ($\chi^2=39.49$; $p<0.05$) affirmed that they often and always used Face book in customer acquisition. It was evident from the finding that 46.5% respondents significantly ($\chi^2=38.23$; $p<0.05$) affirmed that Twitter often used in customer acquisition. However, up to 36.6% respondents significantly ($\chi^2=31.18$; $p<0.05$) affirmed that they never and sometimes use Instagram in customer acquisition. This view was supported by 12.7 and 2.8% who significantly ($\chi^2=24.99$; $p<0.05$) affirmed that Linked in was never and rarely used in customer acquisition. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was significantly different from the expected value. It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were

significant difference in how respondents agreed and or disagreed concerning a statement.

4.4.3. Customer Acquisition

Respondents' view of customer acquisition as practiced in their enterprises was accordingly analyzed and its result is presented in Table 4.7.

Table 4. 7: Customer Acquisition

Statement	N	SD	D	N	A	SA	χ^2	P-value
Targeting profitable customers makes customer acquisition easy.	71	0.0%	7.0%	8.5%	43.7%	40.8%	33.96	0.000
Training sales force influences customer acquisition by providing better services and accurate information	71	0.0%	11.3%	0.0%	43.7%	45.1%	15.58	0.000
Customization of products and services influences customer acquisition	71	1.4%	2.8%	14.1%	50.7%	31.0%	61.75	0.000
Pricing helps in customer acquisition	71	1.4%	5.6%	21.1%	53.5%	18.3%	59.63	0.000

Key: SD = Strongly Disagree; D=Disagree; N = Neutral; SA = Strongly Agree; A = Agree; and %=Percentages

From Table 4.7, it was clear that 84.5% of the respondents significantly ($\chi^2=33.96$; $p<0.05$) agreed that targeting profitable customers makes customer acquisition easy. This observation was maintained by 88.8% who significantly ($\chi^2=15.58$; $p<0.05$) asserts that training sales force influences customer acquisition by providing better services and accurate information. In addition, it was noted that 81.7% and 71.8% of the respondents significantly ($\chi^2=61.75$; $p<0.05$) agreed that customization of products and services influences customer acquisition and that pricing helps in customer acquisition ($\chi^2=59.63$; $p<0.05$)

4.4.4. Customer Service and Retention

4.4.4.1. Importance of Social Media

Data was analyzed to determine responses on customer service and retention in their enterprises. Table 4.8 displays the finding. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was significantly different from the expected value.

It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were significant difference in how respondents agreed and or disagreed concerning a statement.

Table 4. 8: Importance of Social Media in Provision of Customer Service

Characteristic	Frequency	Percent
Not important	1	1.4
somewhat important	22	31.0
Important	34	47.9
Very important	14	19.7
Total	71	100.0

From Table 4.8, it was noted that 67.6% affirm that their companies find it important to provide customer service on their social media and that. However, it was surprising that 32.4% reported that it was not important.

4.4.4.2. Choice of Social Media Marketing

The choice of social media marketing was duly analyzed and presented in Table 4.9, Choice of social media marketing

Table 4. 9: Choice of Social Media Marketing

Characteristic	Frequency	Percent
Availability	2	2.8
Fast response time	5	7.0
Interaction with other customers	7	9.9
Communication transparency	40	56.3
Cost effective	17	23.9

Total	71	100.0
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It was realized that 56.3% reported that they use social media marketing for communication transparency. This was followed by 23.9% who affirmed cost effective as the main reason for social media marketing. Correspondingly, 9.9%, 7% and 2.8% aver that they used social media marketing for Interaction with other customers, due to its fast response time and its availability respectively.

4.4.4.3. Improving Customer Service

Data was analyzed to determine the level of respondents view on improving customer service. Table 4.10 shows the analysis.

Table 4. 10: Improving Customer Service

Statement	SD	D	N	A	SA	χ^2	P-value
I believe that customer issues/concerns were handled in professional manner	1.4%	2.8%	15.5%	53.5%	26.8%	64.99	0.000
I believe that customer issues/concerns were handled in a timely manner	0.0%	5.6%	18.3%	54.9%	21.1%	37.79	0.000
I consider my general experience of social media in customer service as being positive	4.2%	5.6%	23.9%	39.4%	26.8%	31.75	0.000

Key: SD = Strongly Disagree; D=Disagree; N = Neutral; SA = Strongly Agree; A = Agree; and %=Percentages

Table 4.10 point out that 80.3% significantly ($\chi^2=64.99$; $p<0.05$) agreed that they believe that customer issues/concerns were handled in professional manner, followed by 76% who significantly ($\chi^2=37.79$; $p<0.05$) agreed that they believe that customer issues/concerns were handled in a timely manner.

This finding is in line with Bolton et al (2013) who aver that social media is changing that and as a result, consumers are more confident. In addition, as many companies have discovered, confident consumers are not necessarily high maintenance, they can be very loyal when treated well. However, 33.7% significantly ($\chi^2=37.79$; $p<0.05$) disagreed that they consider their general experience of social media in customer service as being positive. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was

significantly different from the expected value. It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were significant difference in how respondents agreed and or disagreed concerning a statement.

4.4.4.4. Problem Resolution

Table 4.11 illustrates respondents’ view of how they have addressed client problems using social marketing.

Table 4. 11: Problem Resolution

Characteristic	Frequency	Percent
Less than 10 minutes	4	5.6
10 minutes to less than 30 minutes	1	1.4
30 minutes or more	1	1.4
Next day More than a day	48	67.6
Issue did not get resolved	17	23.9
Total	71	100.0

As it can be seen in Table 4.11, 7% of the respondents reported that they have resolved customer related problems up to 30 minutes while majority claimed that it has taken them up to a day. It is worth noting that 23.9% claim that they were unable to resolve the problem using social media platform.

4.4.4.5. Customer Retention

Data was analyzed to investigate respondents’ view of customer retention approaches employed. The finding is presented in Table 4.12.

Table 4. 12: Customer Retention

Statement	N	SD	D	N	A	SA	χ^2	P-value
The whole process of inquiring and getting information is enjoyable	71	8.5%	4.2%	0.0%	62.0%	25.4%	58.86	0.000
The social media is effective in providing the customer service	71	4.2%	0.0%	22.5%	64.8%	8.5%	65.17	0.000
Every information provided is reliable	71	0.0%	4.2%	18.3%	53.5%	23.9%	36.67	0.000
The service is efficiently provided by social media	71	1.4%	16.9%	18.3%	39.4%	23.9%	26.68	0.000

Key: SD = Strongly Disagree; D=Disagree; N = Neutral; SA = Strongly Agree; A = Agree; and %=Percentages

It was observed from the finding that 87.4% significantly ($\chi^2=58.86$; $p<0.05$) agreed that the whole process of inquiring and getting information is enjoyable while 12.6% disagreed with the statement. Moreover, 77.4% % significantly ($\chi^2=36.67$; $p<0.05$) agreed that every information provided is reliable. Correspondingly, 63.3% significantly ($\chi^2=26.68$; $p<0.05$) reported that the service is efficiently provided by social media.

On the other hand, 26.7% of respondents significantly ($\chi^2=65.17$; $p<0.05$) disagreed that social media is effective in providing the customer service. This implies that that ineffective social media may affect negatively sales performance. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was significantly different from the expected value.

It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were significant difference in how respondents agreed and or disagreed concerning a statement.

4.4.5. Buying Decisions

Data was analyzed to determine respondents' assessment of customers' Buying Decisions in their enterprises. Table 4.13 displays the finding of the analysis.

Table 4. 13: Buying Decisions

Statement	N	SD	D	N	A	SA	χ^2	P-value
Social media makes your customers' decision making more complex	71	11.3 %	7.0%	29.6 %	43.7 %	8.5%	36.5 4	0.000
Do you agree that social media provides an effective and powerful platform for consumers to influence buying decisions	71	2.8%	8.5%	16.9 %	35.2 %	36.6 %	33.5 8	0.000
Do you agree that feedbacks (reviews/comments/posts) on social media affect your purchase?	71	2.8%	1.4%	21.1 %	46.5 %	28.2 %	50.0 6	0.000
Customers are likely to change your attitude towards a certain brand or product or service after you have read positive comments/reviews/online articles	71	1.4%	7.0%	18.3 %	46.5 %	26.8 %	44.8 5	0.000
The customer can change your initial purchase preference after searching relevant information via social media sites?	71	9.9%	14.1 %	16.9 %	38.0 %	21.1 %	16.8 2	0.000
The customer can rely on information available on social media.	71	2.8%	7.0%	29.6 %	53.5 %	7.0%	65.5 5	0.000
Do you agree that social media has provided more effective platforms to new products /services to draw consumers' attention	71	5.6%	2.8%	15.5 %	40.8 %	35.2 %	42.1 7	0.000
Do you agree that blog posts have a higher credibility than forms of advertisements?	71	12.7 %	18.3 %	22.5 %	39.4 %	7.0%	21.6 1	0.000

Key: SD = Strongly Disagree; D=Disagree; N = Neutral; SA = Strongly Agree; A = Agree; and %=Percentages

From Table 4.13, it can be realized that up to 52.2% of the respondents significantly ($\chi^2=36.54$; $p<0.05$) agreed that they think that social media makes their customers' decision making more complex. This opinion was supported by 71.8% who significantly ($\chi^2=33.58$; $p<0.05$) affirm that social media provides an effective and

powerful platform for consumers to influence buying decisions. This finding agrees Jefferson & Tanton (2013) who maintain that social media is more accurately and the content that is easy to spread via social media it has the ability to make people act in very specific ways that are positive to business owners.

Furthermore, 74.7% significantly ($\chi^2=50.06$; $p<0.05$) agreed that feedbacks (reviews/comments/posts) on social media affect their purchase. Equally, 73.3% significantly ($\chi^2=44.85$; $p<0.05$) revealed that customers were likely to change their attitude towards a certain brand or product or service after the bloggers have read positive comments/reviews/online articles. Besides, it was realized that 76% of all the respondents significantly ($\chi^2=42.17$; $p<0.05$) agreed that social media has provided more effective platforms to new products /services to draw consumers' attention

Nevertheless, 40.9 % significantly ($\chi^2=16.82$; $p<0.05$) disagreed that the customer can change their initial purchase preference after searching relevant information via social media sites. Additionally, 39.4% significantly ($\chi^2=65.55$; $p<0.05$) disagreed that the customer can rely on information available on social media. Finally, 53.5% of all the respondents significantly ($\chi^2=21.61$; $p<0.05$) disagreed that blog posts have a higher credibility than forms of advertisements.

This may imply that issues related to credibility may affect negatively social media sales performance in small and medium sized enterprises. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was significantly different from the expected value. It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were significant difference in how respondents agreed and or disagreed concerning a statement.

4.4.6. Sales Performance

Analysis was computed to examine respondents' Sales Performance in their enterprises. The finding is as presented in Table 4.14.

Table 4. 14: Sales Performance

Statement	SD	D	N	A	SA	χ^2	P-value
It enables the firm to customize promotion to target a specific group	0.0%	4.2%	14.1%	56.3%	25.4%	43.54	0.000
Social media is more efficient, cost-effective than other marketing outreach.	1.4%	2.8%	19.7%	47.9%	28.2%	52.73	0.000
Social media builds relationships with new and existing clients.	1.4%	2.8%	28.2%	46.5%	21.1%	50.06	0.000
Social has provided useful audience and market insights of products and services.	1.4%	1.4%	5.6%	63.4%	28.2%	101.04	0.000
Social media has led to quick response of inquiries and technical support.	0.0%	2.8%	9.9%	59.2%	28.2%	53.90	0.000
Social media has led to increases exposure and brand awareness.	1.4%	5.6%	25.4%	40.8%	26.8%	37.67	0.000
Has market share been affected in the first year since the introduction/expansion of social media.	4.2%	2.8%	29.6%	36.6%	26.8%	34.00	0.000
Social media is cheap compared to other traditional channels hence the firms less budget	1.4%	2.8%	16.9%	47.9%	31.0%	54.99	0.000
Sensitization of prices and offers of products offered through social media has led to increase in customer size	2.8%	0.0%	32.4%	45.1%	19.7%	27.76	0.000
Social media has increased the frequency of transactions per customer.	1.4%	1.4%	31.0%	56.3%	9.9%	79.35	0.000
Social media engagements has increased the average transaction size.	2.8%	0.0%	19.7%	62.0%	15.5%	56.16	0.000
Social media has led to increase the number of customers accessing services/products.	2.8%	0.0%	4.2%	78.9%	14.1%	112.04	0.000
Social media advertisements persuade clients that leads to increased sales.	1.4%	2.8%	14.1%	31.0%	50.7%	61.75	0.000

The profitability of the business been affected since the introduction/expansion of social media	19.7 %	12.7 %	19.7 %	40.8%	7.0%	23.30	0.000
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Key: SD = Strongly Disagree, D=Disagree, N = Neutral, SA = Strongly Agree,A = Agree and %=Percentages

The finding revealed that 81.7 % of respondents significantly ($\chi^2=43.54$; $p<0.05$) acknowledged that social media enables the firm to customize promotion to target a specific group. This view was supported by 76.1% who significantly ($\chi^2=52.73$; $p<0.05$) admitted Social media is more efficient, cost-effective than other marketing outreach. This finding is in line with Berthon et al (2012) who aver that social media offer the benefits of customers and employees sharing experiences, companies being more networked and being able to absorb and employ better experienced employees. This translates to increased performance and service delivery, enabling efficient achievement of corporate goals and objectives

It was noted that 67.6 % of the respondents significantly ($\chi^2=50.06$; $p<0.05$) agreed that social media builds relationships with new and existing clients while 91.6% significantly ($\chi^2=101.04$; $p<0.05$) supporting that social has provided useful audience and market insights of products and services. Moreover, 78.9% of the respondents significantly ($\chi^2=54.99$; $p<0.05$) agreed that social media is cheap compared to other traditional channels hence the firms less budget.

Further analysis revealed that 87.4 % of respondents significantly ($\chi^2=53.90$; $p<0.05$) assert that social media has led to quick response of inquiries and technical support while 67.6 % significantly ($\chi^2=37.67$; $p<0.05$) affirm that social media has led to increases exposure and brand awareness. This is a good indicator of a positive influence in sales performance. In addition, 63.4% significantly ($\chi^2=34.00$; $p<0.05$) agree that market share been affected in the first year since the introduction/expansion of social media. This was supported by 47.8% who significantly ($\chi^2=23.30$; $p<0.05$) state that the profitability of the business been affected since the introduction and expansion of social media.

Conversely, further analysis revealed that 35.2% of the respondents significantly ($\chi^2=27.76$; $p<0.05$) disagreed that sensitization of prices and offers of products offered through social media has led to increase in customer size. This view was supported by 32.8% who significantly ($\chi^2=79.35$; $p<0.05$) disagreed that social media has increased the frequency of transactions per customer.

On the other hand, 81.7% of respondents significantly ($\chi^2=61.75$; $p<0.05$) agreed that social media advertisements persuade clients that leads to increased sales while only 18.3% disagreeing with the statement. Correspondingly, 77.5% significantly ($\chi^2=56.16$; $p<0.05$) agreed that social media engagements have increased the average transaction size. In conclusion, up to 93% of respondents significantly ($\chi^2=112.04$; $p<0.05$) agree that social media has led to increase in the number of customers accessing services/products. This implies that a positive increase in the number of customers accessing services has a multiplier effect in sales performance. In this study, Chi-Square goodness of fit test was used to find out how the observed value of a given phenomenon was significantly different from the expected value. It is noted that if the p-value is less than the significance level (0.05), null hypothesis is rejected. In this case, the p value=0.000 is less than 0.05 leading to a major conclusion that there were significant difference in how respondents agreed and or disagreed concerning a statement.

4.5. Correlation Analysis

A correlation analyses was conducted to determine the existence and significance of the relationship between Sales Performance and Social Media Marketing Strategies, Customer Acquisition, Customer Service and Retention and Buying Decisions adopted by SMEs. The effect of independent variables on the dependent variable was presented using the regression model.

Table 4. 15: Correlations between Sales Performance and Social Media Marketing Strategies, Customer Acquisition, Customer Service and Retention and Buying Decisions adopted by SMEs

		Sales Performance	Social Media Marketing Strategies	Customer Acquisition	Buying Decisions	Customer Service	Customer Retention
Sales Performance	Pearson Correlation	1					
	Sig. (2-tailed)						
	N	71					
Social Media Marketing Strategies	Pearson Correlation	.354**	1				
	Sig. (2-tailed)	.002					
	N	71	71				
Customer Acquisition	Pearson Correlation	.728**	.199	1			
	Sig. (2-tailed)	.000	.096				
	N	71	71	71			
Buying Decisions	Pearson Correlation	.481**	.406**	.415**	1		
	Sig. (2-tailed)	.000	.000	.000			
	N	71	71	71	71		
Customer Service	Pearson Correlation	.715**	.311**	.498**	.486**	1	
	Sig. (2-tailed)	.000	.008	.000	.000		
	N	71	71	71	71	71	
Customer Retention	Pearson Correlation	.359**	.292*	.382**	.566**	.352**	1
	Sig. (2-tailed)	.002	.014	.001	.000	.003	
	N	71	71	71	71	71	71

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

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

An analysis was conducted to investigate the relationship between Sales Performance and Social Media Marketing Strategies adopted by SMEs. The results indicated that there exist a positive and statistically significant relationship between Sales

Performance and Social Media Marketing Strategies ($r=0.354^{**}$; $p<0.01$). This implies that on implementation of social Media Marketing Strategies by an organization, Sales Performance also increases. On the contrary, when these Social Media Marketing Strategies declines, it decreases performance in Sales Performance. It can be reasoned that as organization integrates social media marketing strategies, it has the ability of increasing their Sales Performance. This finding concurs with Hidayat (2012) who aver that social media correlates the performance of an organization in contrast to the traditional channels of marketing.

Furthermore, an analysis was conducted to determine the relationship between Sales Performance and Customer Acquisition. It was noted from the analyzed data that there exist a positive and statistically significant relationship between Sales Performance and Customer Acquisition ($r=0.728^{**}$; $p<0.01$).

This implies that when customer acquisition is improved, Sales Performance also increases. It can be argued that method of customer acquisition is important in enhancing sales performance by an organization. However, absence of customer acquisition may decrease Sales Performance in an organization.

This finding is in line with Bodnar & Cohen (2011) who affirm that social customer acquisition is essentially the art of building and maintaining relationships to improve the traditional customer acquisition and retention processes. It's not restricted to social media, but social media is certainly a good place to start

Additionally, an analysis was conducted to determine the relationship between Sales Performance and Customer Service. Table 4.15 shows the finding of the correlation analysis. It was evident from the analyzed data that there exist a positive and statistically significant relationship between Sales Performance and Customer Service ($r= 0.715^{**}$; $p<0.01$). This implies that an increase creation of client satisfaction and trustworthiness, it increases sales performance in an organization. On the contrary, a decrease in customer service will decrease in sales performance in an organization. This finding agrees Sarwar et al (2012) who acknowledges that factors that can cause retention of customers include; creation of client satisfaction and trustworthiness, involving of buyers, create barriers to choosing, effective communication.

Furthermore, an analysis was conducted to determine the relationship between Sales Performance and Customer Retention. Table 4.15 shows the finding of the correlation analysis. It was evident from the analyzed data that there exist a positive and statistically significant relationship between Sales Performance and Customer Retention ($r= 0.359^{**}$; $p<0.01$).

This implies that an increase in Retention of customers leads to increases in sales performance in an organization. On the contrary, a decrease in customer retention will decrease in sales performance in an organization. This was in agreement with Narteh *et al.* (2013) who maintain that customer retention strategy aims to keep a high proportion of valuable customers by reducing customer defections and a customer development strategy aims to increase the value of those retained customers to the company.

An analysis was conducted to investigate the relationship between Sales Performance and Buying Decisions adopted by SMEs. The results showed that there exist a positive and statistically significant relationship between Sales Performance and Buying Decisions ($r= 0.481^{**}$; $p<0.01$).

This implies as social media provide more effective platforms to new products it increases Sales Performance of an organization. Equally, when buying propensity of customers decreases, it decreases the Sales Performance. This finding conforms Jefferson & Tanton (2013) who assert that social media is more accurately and the content that is easy to spread via social media it has the ability to make people act in very specific ways that are positive to business owners

4.6. Regression Analysis

Regression analysis was conducted to examine the effect of social media marketing as a competitive strategy on sales performance for Small and Medium Enterprise. The independent variables for the study included Social Media Marketing Strategies, Customer Acquisition Customer Service and Retention and Buying Decisions while Dependent Variable includes Sales Performance. The finding is presented consequently in tables of model summary, ANOVA and coefficients correspondingly.

4.6.1. Model summary

Model summary table shows the model predictors .The finding is as presented in

Table 4.16

Table 4. 16: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.843 ^a	.710	.688	0.24401

a. Predictors: (Constant), Customer Retention, Social Media Marketing Strategies, Customer Acquisition, Customer Service, Buying Decisions.

Model summary Table 4.16 shows Adjusted R Square value as 0.688. This means that 68.8% variation in sales performance is explained in the variation of independent variables which include customer retention, social media marketing strategies, customer acquisition, customer service and buying decisions with a standard error of the estimate of 0.244.The unexplained variation is 31.2% which could be explained by other factors outside the study variables.

4.6.2. ANOVA Analysis

F-statistics were computed find out the overall strength of the model. The finding is presented in Table 4.17

Table 4. 17: ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	9.476	5	1.895	31.829	.000 ^b
	Residual	3.870	65	.060		
	Total	13.346	70			

a. Dependent Variable: Sales Performance

b. Predictors: (Constant), Customer Retention, Social Media Marketing Strategies, Customer Acquisition, Customer Service, Buying Decisions

The findings revealed that the value of F-Statistic, 31.829 indicates that the model is significant at 95% confidence level; $R^2 = 0.657$, $F(5, 65) = 31.829$; $p < 0.05$. This

indicates that the model is 95% efficient in predicting the effect of independent variables on dependent variable.

4.6.3. Coefficients Table

Table 4. 18: Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	.030	.335		.088	.930		
Social Media Marketing Strategies	.108	.069	.116	1.567	.122	.814	1.229
Customer Acquisition	.509	.084	.487	6.068	.000	.692	1.446
Buying Decisions	.033	.068	.044	.484	.630	.543	1.843
Customer Service	.406	.079	.428	5.145	.000	.645	1.551
Customer Retention	-.026	.059	-.036	-.440	.662	.650	1.539

a. Dependent Variable: Sales Performance

Collinearity Statistics was computed to investigate inter-associations among the independent variables. The VIF value which was obtained remained 1.229, 1.446, 1.843, 1.551 and 1.539 signifying that the VIF value stood between the acceptable range of 1 to 5. It can be concluded that there is no multicollinearity symptoms in the model.

On the basis of unstandardized coefficients, it can be noted that the multiple regression model with all four predictors produced $R^2 = 0.657$, $F(5, 65) = 31.829$; $p < 0.05$. It can be observed that Marketing Strategies, Customer Acquisition, buying

decision and Customer Service had a positive regression coefficient of 0.108, 0.509, 0.033 and 0.406 indicating respondents with higher scores on this scale were expected to have higher influence on Sales Performance after controlling for the other variables in the model. On the contrary, Customer Retention had a negative regression coefficient of -0.026 indicating that respondents with higher scores on this scale were expected to have lower influence on Sales Performance.

Regarding significance of each variable in the model, it was observed that Social Media Marketing Strategies, Buying Decisions and Customer Retention does not affect significantly Sales Performance whereas Customer Acquisition and Customer Service affects significantly Sales Performance non-significantly.

On the nature of association, it was found that customer acquisition was closely associated with sales performance by 50.9%, followed by customer service and social media marketing strategies with 40.6% and 10.8% respectively. However it was found that buying decisions and customer retention was less associated with sales performance with 3.3% and 2.6% correspondingly.

4.6.4 Regression Results

Below presents the regression equation which can be used in prediction of dependent variable using the independent variable.

$$Y = a + \beta_1 C_1 + \beta_2 C_2 + \beta_3 C_3 + \beta_4 C_4 + e$$

Y = Sales performance

a = Constant

β = Coefficients to be estimated

C₁ = Marketing Strategies

C₂ = Customer Acquisition

C₃ = buying decision

C₄ = Customer Service

C₅ = Customer Retention

e = Error term

Sales performance = 0.030 + (0.108xMarketing Strategies) + (0.509xCustomer Acquisition) + (0.033xBuying Decision) + (0.406xCustomer Service) + (-0.026xCustomer Retention) + 0.244.

4.7 Hypothesis Test

In this study hypothesis was tested at 5% level of significance. The threshold for either accepting or rejecting will be if the p-value is less than 0.05, the null hypothesis will be rejected while the alternative hypothesis will not be rejected. Similarly if the p-value is greater than 0.05 the null hypothesis will be accepted.

H₀₁: Social media strategies have no significance effect on sales performance in Nakuru CBD.

From the findings in table 4.18, social media marketing strategies have a corresponding p-value of 0.122 which is greater than 0.05 alpha. Therefore we fail to reject the null hypothesis. In this case a conclusion is made that social media strategies have no significance effect on sales performance in Nakuru CBD.

H₀₂: Customer acquisition has no significance effect on sales performance.

It is noted from findings on table 4.18 that customer acquisition has corresponding p-value of 0.000, this indicates that since the p-value is less than the alpha of 0.05, the null hypothesis will be rejected and a conclusion made that Customer acquisition has significance effect on sales performance in Nakuru CBD.

H₀₃: Customer service has no significance effect on sales performance.

On table 4.18, it is noted that customer service has a p-value of 0.000. This value is less than the alpha of 0.05 leading to a rejection of the null hypothesis. It can be concluded therefore that Customer acquisition has significance effect on sales performance in Nakuru CBD.

H₀₄: Customer retention has no significance effect on sales performance.

Customer retention has a p-value of 0.662 as seen on table 4.18. This value is greater than the alpha of 0.05 leading to acceptance of the null hypothesis. Conclusion therefore will be customer acquisition has no significance effect on sales performance in Nakuru CBD.

H₀₅: Buying decisions has no significance effect on sales performance.

As noted on table 4.18, buying decision has a p-value of 0.630, this value is greater than the alpha of 0.05. Therefore we accept the null hypothesis. Leading to conclusion that customer acquisition has no significance effect on sales performance in Nakuru CBD.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATION

5.1. Introduction

This chapter presents summary of notable findings, conclusion and recommendations. This was discoursed in line with the objectives of the study. The study sought to assess the effect of social media marketing strategies on sales performance for Small and Medium enterprises in Nakuru Central Business District.

5.2. Summary

5.2.1. Social media Marketing Strategies adopted by SMEs in Nakuru CBD

Majority of the sampled organization in Nakuru CBD has integrated social media marketing strategies. This implies that social media strategy implementation may affect sales performance in an organization. This finding is consistent with Hidayat (2012) who assert that social media are correlating the performance of these traditional channels to the rise of social media in marketing and brand management. As a result of completion and tough economic environment, companies have tightened their budgets especially advertising budgets which have shifted to online channels.

5.2.2. Customer Acquisition

Customer acquisition is an important element in building customer relationship. The finding is clearly demonstrated by majority of the respondents who agreed that targeting profitable customers makes customer acquisition easy. Also most of the respondents asserts that training sales force influences customer acquisition by providing better services and accurate information. It was noted that customization of products and services influences customer acquisition and that pricing helps in customer acquisition.

5.2.3. Customer Service and Retention

It was realized that more than half of the respondents reported that they use social media marketing for communication transparency. There were few respondents who affirmed cost effective, interaction with other customers, due to its fast response and its availability as the main reason for social media marketing.

Regarding customer retention, it was observed from the finding that majority of the sampled organization agreed that the whole process of inquiring and getting information from customers was enjoyable. Moreover, majority of the respondents also agreed that every information provided on social media network is reliable.

Correspondingly, more than half of the respondents reported that the service is efficiently provided by social media. On the other hand, there were some of the respondents though few who disagreed that social media is effective in providing the customer service. This implies that that ineffective social media may affect negatively sales performance.

5.2.4. Buying Decisions

It can be realized that up to half of the respondents agreed that they think that social media makes their customers' decision making more complex. This opinion was supported by majority of the respondents who affirm that social media provides an effective and powerful platform for consumers to influence buying decisions. This finding agrees Jefferson & Tanton (2013) who maintain that social media is more accurate and the content is easy to spread via social media it has the ability to make people act in very specific ways that are positive to business owners.

Furthermore, majority agreed that feedbacks (reviews/comments/posts) on social media affect their purchase. Equally, a good number of the respondents revealed that customers were likely to change their attitude towards a certain brand or product or service after the bloggers have read positive comments/reviews/online articles. And that social media has provided more effective platforms to new products /services to draw consumers' attention

5.2.5.Sales performance

The finding revealed that majority of respondents acknowledged that social media enables the firm to customize promotion to target a specific group. This view was supported by a sizeable number of respondents who admitted Social media is more efficient, cost-effective than other marketing outreach. This finding is in line with Berthon *et al* (2012) who aver that social media offer the benefits to customers and employees sharing experiences, companies being more networked and being able to absorb and employ better experienced employees. This translates to increased performance and service delivery, enabling efficient achievement of corporate goals and objectives

It was noted that majority of the sampled organization agreed that social media builds relationships with new and existing clients, that social has provided useful audience and market insights of products and services and that social media is cheap compared to other traditional channels hence less budget on the firms side.

Further analysis revealed that most of the respondents asserts that social media has led to quick response of inquiries and technical support and that social media has led to increases exposure and brand awareness. This is a good indicator of a positive influence in sales performance.

Conversely, further analysis revealed that some of the respondents though few disagreed that sensitization of prices and offers of products offered through social media has led to increase in customer size. This view was supported by some of the respondents who disagreed that social media has increased the frequency of transactions per customer.

On the other hand, majority of respondents agreed that social media advertisements persuade clients that leads to increased sales. Also a good number agreed that social media engagements have increased the average transaction size. In conclusion, a bigger percentage of respondents agree that social media has led to increase in the number of customers accessing services/products. This implies that it is a positive increase in the number of customers accessing services has a multiplier effect in sales performance.

5.2.6. Correlations

An analysis was conducted to investigate the relationship between Sales Performance and Social Media Marketing Strategies adopted by SMEs. The results indicated that there exist a positive and statistically significant relationship between Sales Performance and Social Media Marketing Strategies. This implies that on implementation of social Media Marketing Strategies by an organization, Sales Performance also increases. On the contrary, when these Social Media Marketing Strategies declines, it decreases performance in Sales Performance. It can be reasoned that as organization integrates social media marketing strategies, it has the ability of increasing their Sales Performance. This finding concurs with Hidayat (2012) who aver that social media correlates the performance of an organization in contrast to the traditional channels of marketing.

Furthermore, an analysis was conducted to determine the relationship between Sales Performance and Customer Acquisition. It was noted from the analyzed data that there exist a positive and statistically significant relationship between Sales Performance and Customer Acquisition. This implies that when customer acquisition is improved, Sales Performance also increases. It can be argued that method of customer acquisition is important in enhancing sales performance by an organization. However, absence of customer acquisition may decrease Sales Performance in an organization. This finding is in line with Bodnar & Cohen (2011) who affirm that social customer acquisition is essentially the art of building and maintaining relationships to improve the traditional customer acquisition and retention processes. It's not restricted to social media, but social media is certainly a good place to start.

Additionally, an analysis was conducted to determine the relationship between Sales Performance and Customer Service and Retention. Table 4.15 shows the finding of the correlation analysis. It was evident from the analyzed data that there exist a positive and statistically significant relationship between Sales Performance and Customer Service and Retention. This implies that an increase creation of client satisfaction and trustworthiness, it increases sales performance in an organization. On the contrary, a decrease in customer service and retention will decrease in sales performance in an organization. This finding agrees Sarwar *et al* (2012) who acknowledges that factors that can cause retention of customers include; creation of

client satisfaction and trustworthiness, involving of buyers, create barriers to choosing, effective communication.

An analysis was conducted to investigate the relationship between Sales Performance and Buying Decisions adopted by SMEs. The results showed that there exist a positive and statistically significant relationship between Sales Performance and Buying Decisions. This implies as social media provide more effective platforms to new products it increases Sales Performance of an organization. Equally, when buying propensity of customers decreases, it decreases the Sales Performance. This finding conforms Jefferson & Tanton (2013) who assert that social media is more accurately and the content that is easy to spread via social media it has the ability to make people act in very specific ways that are positive to business owners

5.2.7. Regression Analysis

Model summary Table 4.15 shows r^2 value as 0.657. This means that 65.7% variation in Sales Performance is due to the variation of independent variables with a standard error of the estimate of 0.263.

On the basis of unstandardized coefficients, it can be noted that the multiple regression model with all four predictors produced $R^2 = 0.657$, $F(4, 66) = 31.575$; $p < 0.05$. It can be observed that Marketing Strategies, Customer Acquisition, Customer Service and Retention had a positive regression coefficient of 0.111, 0.532 and 0.371 indicating respondents with higher scores on this scale were expected to have higher influence on Sales Performance after controlling for the other variables in the model. On the contrary, Buying Decisions had a negative regression coefficient of -0.006 indicating that respondents with higher scores on this scale were expected to have lower influence on Sales Performance.

5.3. Conclusion

It can be concluded that marketing strategies and customer acquisition affect up to 11.1% and 53.2% positive variation in sales performance among SMEs respectively. Additionally, customer service and retention affect 37.1% positive variation in Sales Performance among SMEs. Conversely, buying decisions affect 0.6% negative variation in sales performance among SMEs.

5.4. Recommendation

The study recommends that

- i. Online marketing strategies should be improved by SMEs in order to increase their sales performance
- ii. SMEs should have a clear customer acquisition framework in order to have a sustainable target market segment.
- iii. Customer service strategies should be advanced to attract more online customers.
- iv. Buying decisions being a major concern that affect negatively sales performance should be reinforced and made flexible.
- v. Retention strategies of customers should be expanded to increase on sales performance.

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Appendices I : Survey Questionnaire

Introduction

I am Chepkwony Chepkemoi, a MBA candidate at Kabarak University conducting a study on “**Effect Of Social Media Marketing as a competitive Strategy On sales Performance For Small and Medium Enterprise In Nakuru CBD**” you have been selected as one of respondents. Kindly complete this questionnaire as honestly and precisely as possible to assist me get information for the study, the responses obtained will be used strictly for the study and your identity will be confidential.

Instruction

Please tick in front of the option you consider appropriate, you do not worry because there is no right or wrong answer, just select the option that best fits you or what you believe

SECTION A: DEMOGRAPHIC INFORMATION

1. Age brackets 0 - 20 21- 40 41 - 60 61 + years
2. What is the highest level of education you have achieved

Primary Secondary College/ university

SECTION B: SOCIAL MEDIA MARKETING STRATEGIES USED IN SMALL AND MEDIUM ENTERPRISES

3. Rank the following in terms frequency of usage
 Face Book Twitter WhatsApp Linkedin Instagram
4. How many clients (approximately) do you have within your preferred social network?
a) Up to 50 friends b) 51 – 200 friends c) 201 – 500 friends d) More than 500 friends
5. To what extent are followers likely going to engage, spread your message and interact with each other using their preferred platforms? (Use **1 = strongly disagree 2 = disagree 3 = Neutral 4 = agree 5= strongly agree**)

Statement	1	2	3	4	5
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6.	Social media strategy implementation					
7.	There is a social media strategy in my organization.					
8.	There is a budget allocated for development of social media					
9.	There is a personnel who manage social media					
10	My organization spends Less than 5 hour per week on social media marketing					
11	My organization spends more than 5 hours per week on social media marketing.					
12	My organization social media strategy supports outsourcing of social media.					
13	My organization has integrated social media marketing strategies					

SECTION C: CUSTOMER ACQUISITION

To what extent do you use the below social media for customer acquisition (Use **1 = Never 2 = Rarely 3 = Sometimes 4 = Often 5= Always**)

14	Social Media	1	2	3	4	5
15	Twitter					
16	Whatsapp					
17	Face book					
18	Instagram					
19	Linked in					

20. Do you believe social media marketing has helped you in increasing customers?

Yes No

21. Indicate the level of agreement in the following statements (Use **1 = strongly disagree 2 = disagree 3 = Neutral 4 = agree 5= strongly agree**)

	Statement	1	2	3	4	5
22	Pricing helps in customer acquisition					

23	Customization of products and services influences customer acquisition					
24	Training sales force influences customer acquisition by providing better services and accurate information					
25	Targeting profitable customers makes customer acquisition easy.					

SECTION D): SOCIAL MEDIA NETWORK SITES IN IMPROVING CUSTOMER SERVICE

26. How important is it for you that companies are active on social media and provide customer service on their social media channels?

Not important Little importance Somewhat important Important Very important

27. Why have you chosen to use social media as a means for communication

Availability Fast response time Interaction with other customers
 Communication transparency cost effective

Please indicate how much you agree with the following statements. (Use **1 = strongly disagree** **2 = disagree** **3 = Neutral** **4 = agree** **5= strongly agree**)

	Statement	1	2	3	4	5
28	I consider my general experience of social media in customer service as being positive					
29	I believe that customer issues/concerns were handled in a timely manner					
30	I believe that customer issues/concerns were handled in professional manner					

31. How long did it take to resolve your problem?

Less than 10 minutes 10 minutes to less than 30 minutes 30 minutes or more Next day More than a day Issue did not get resolved

32. 13) How many times did customer contact before your problem was resolved?

Once Twice Three times More than three times Issue is still unresolved

SECTION D) ii: CUSTOMER RETENTION

33. Please indicate how much you agree with the following statements.

Use **1 = strongly disagree** **2 = disagree** **3 = Neutral** **4 = agree** **5= strongly agree**

	Statement	1	2	3	4	5
34	The service is efficiently provided by social media					
35	Every information provided is reliable					
36	The social media is effective in providing the customer service					
37	The whole process of inquiring and getting information is enjoyable					

SECTION E: SOCIAL MEDIA MARKETING IN INFLUENCING BUYING DECISIONS AMONG CUSTOMER

Please indicate how much you agree with the following statements.

	Statement	1	2	3	4	5
38.	Do you agree that blog posts have a higher credibility than forms of advertisements?					
39.	Do you agree that social media has provided more effective platforms to new products /services to draw consumers' attention					
40.	The customer can rely on information available on social media.					
41.	The customer can change your initial purchase preference after searching relevant information via social media sites?					
42.	Customers are you likely to change your attitude towards a certain brand or product or service after you have read positive					

	comments/reviews/online articles					
43.	Do you agree that feedbacks (reviews/comments/posts) on social media affect your purchase?					
44.	Do you agree that social media provides an effective and powerful platform for consumers to influence buying decisions					
45.	Do you think that social media makes your decision making more complex?					

SECTION F: Sales Performance

Please indicate how much you agree with the following statements.

Use **1 = strongly disagree 2 = disagree 3 = Neutral 4 = agree 5= strongly agree**

	Statement	1	2	3	4	5
46.	The profitability of the business been affected since the introduction/expansion of social media					
47.	Social media advertisements persuade clients that leads to increased sales.					
48.	Social media has led to increased the number of customers accessing services/products.					
49.	Social media engagements has increased the average transaction size.					
50.	Social media has increased the frequency of transactions per customer.					
51.	Sensitization of prices and offers of products offered through social media has led to increase in customer size					
52.	Social media is cheap compared to other traditional channels hence the firms less budget					
53.	Has market share been affected in the first year since the introduction/expansion of social media.					
54.	Social media has led to increases exposure and brand awareness.					

55.	Social media has led to quick response of inquiries and technical support.					
56.	Social has provided useful audience and market insights of products and services.					
57.	Social media builds relationships with new and existing clients.					
58.	Social media is more efficient, cost-effective than other marketing outreach.					
59.	It enables the firm to customize promotion to target a specific group					

Thank you

Appendix II :

List of Small and Medium Enterprises in Nakuru CBD

- 1) Sammy Stores
- 2) Summit Mechanics
- 3) Amsa communications
- 4) Rhoki Agencies
- 5) Flexilink co. Ltd
- 6) Alhabib Mobile Shop
- 7) 3 K Agrovet
- 8) Pewa Communications
- 9) Canaan Supermarket Ltd
- 10) Super Meat Butchery
- 11) Naivasha Line Stores
- 12) Alpha Press
- 13) Falcon Rice Distributers
- 14) Honest Bookshop Centre Ltd
- 15) Me Style Collection
- 16) Rich Gang Collection
- 17) Elegance Fashion and Beauty
- 18) Fashion Store
- 19) Eezi Saloon and Boutique
- 20) Maasai Curio
- 21) Neema Opticians Ltd
- 22) Kenya Credit Traders
- 23) Ujuuzi Motorbike dealers
- 24) Elshaddai Auto Spares
- 25) Kims
- 26) Victory Trading Co.
- 27) Health Quest Chemist
- 28) Ereto Bookshop Ltd
- 29) Ngera Computer Garage
- 30) Kaki wear
- 31) Meridho
- 32) Green Hotel
- 33) Top Shop
- 34) Yana Discover Joy Co. Ltd
- 35) Laborex Kenya Ltd
- 36) Wamboi Collection
- 37) Bettan Curio Shop
- 38) Valentine Cake House
- 39) Botho Solar
- 40) Veterinary Resource centre
- 41) Kenyatta Lane Electronics
- 42) Mwangaza Studios
- 43) Akim Tailoring Enterprises
- 44) Jaichi Auto Hardware Ltd
- 45) Nakuru Medical Center Laboratories

- 46) Digital City Ltd
- 47) Autocom Systems Solutions
- 48) Curios and Handcrafts
- 49) Lens Feeds
- 50) African Heritage Art and Crafts
- 51) Paliyann Trades
- 52) Mama Shiro Boutique
- 53) Pea Communications Ltd
- 54) Pat Dot Com
- 55) Mwangaza Health Services
- 56) Mercy Hope Boutique
- 57) Moraa Curio Shop
- 58) Jaystec Ventures
- 59) Jumbo Tonner Ltd
- 60) Gigawear Co. Ltd
- 61) Black Queen Boutique and Cosmetics
- 62) Amazing Grace Boutique
- 63) Maasai Market Curio
- 64) Jennifers Boutique
- 65) Devine Connections
- 66) Shally Anne Designers
- 67) Bonfat Boutique
- 68) Faith Beauty Pallor
- 69) Stan Bookshop
- 70) Cathy Mobiles
- 71) Beth Curio
- 72) Bishops Mobile
- 73) Vision Printers and Stationery
- 74) Blessed Curio Shop
- 75) Micasso
- 76) Interworld Servises
- 77) Sandbeam Enterprises
- 78) Steves Machinery
- 79) Scorpion Ltd
- 80) Ngisa Curio Shop
- 81) Veega Auto Select
- 82) Goodwill Wines and Spirit
- 83) Majest Technologies
- 84) Kasanga Curio Shop
- 85) Mache Hardware Stores
- 86) Efficient Stores
- 87) Latest Mens Wear
- 88) Nyagothie Curio Shop
- 89) Brakoset Classics
- 90) Exquit Collections
- 91) Ogola Gas Supplier
- 92) Maasai Market Fashions
- 93) Pride Services
- 94) Maya Emporium Ltd

- 95) Flash Dial
- 96) Shikanisha Entrrprises
- 97) Central Book Centre Ltd
- 98) Ourprice Bookshop
- 99) Ushindi Communications
- 100) Davi Stationers and Computers
- 101) Innovative ComputerLtd
- 102) Crater Xray Clinic
- 103) Joystep Bookshop and Stationeries
- 104) Umoja Driving School
- 105) Creek Tours and Travel
- 106) Nakuru Cosmetics Centre Ltd
- 107) Country investments
- 108) Wamboshi Investments
- 109) Soft Ventures
- 110) Gloryland Boutique
- 111) Immaculate Fashion
- 112) Royal Upholstery
- 113) Valentine Fashion
- 114) Metropolitan Chemists
- 115) Total West End Station
- 116) Baby Shop
- 117) Sunrays Boutique
- 118) Eropharm Chemist Ltd
- 119) Nakuru Cosmetics Stores
- 120) Vinsat solutions
- 121) Amazing Grace Baby Shop
- 122) Studio
- 123) Rehem Electronics
- 124) Family Medical Supplies
- 125) Bearing House Ltd
- 126) Salis Mart
- 127) Super Bargain Hardware
- 128) Nakuru Wool Shop Ltd
- 129) Jubba Oil Ltd
- 130) Petro Oil Kenya Ltd
- 131) Wamute Classics
- 132) Nadmar Dry Cleaners
- 133) Delta Service Station
- 134) Dream Girl
- 135) Sallys` phones
- 136) Interlink Commercial Agencies
- 137) Phone Fix
- 138) Supreme Chemists
- 139) Exodus Fashions
- 140) Merica Dry Cleaning and Laundry
- 141) Euphy Collections
- 142) Riva Petroleum Dealers Ltd
- 143) Mercelina Boutique

- 144) Shah Outfitters
- 145) Blessed Hands Boutique
- 146) Daveshish Enterprises
- 147) Midrift Pharmacy
- 148) Seal Honey
- 149) Optica Ltd
- 150) Mobile Accessories and Solutions
- 151) Fresh Farm Hotel
- 152) Care Chemists
- 153) 151. C.K. Patel Ltd
- 154) Meems Ltd
- 155) Indulgent
- 156) Shell Petrol Station
- 157) Daily Nation Media Distributers
- 158) Farm Parts Ltd
- 159) Colosonic Ltd
- 160) Mudacom communications
- 161) Kristal Trading Co. Ltd
- 162) Wanntech Technologies
- 163) Business Computers Company
- 164) Salama Tyres
- 165) Sallys` Collection
- 166) Summit Tailoring
- 167) Umesh Co. Ltd
- 168) Maryland Boutique
- 169) Arbaaz Auto Spares
- 170) Eagles Kenya Ltd
- 171) Everest Collection
- 172) Alwady Butchery
- 173) Monic Trade Wear
- 174) Brivana Enterprise
- 175) For You Clothing Ltd
- 176) Queens` Land Boutique
- 177) Kefa General Merchants
- 178) Rwan Pharmacy
- 179) DB Electroics
- 180) Agricultural Machines
- 181) Falion Electronics
- 182) Telesonic Ltd
- 183) MEA Ltd
- 184) Total Kenya Ltd
- 185) Kenya Women Finance TRUST
- 186) Oil Libya
- 187) Kinamba No 1 Petrol station
- 188) DT Dobbi Ltd
- 189) Hojue Ltd
- 190) Bata Shoe Co.
- 191) UAP
- 190) Triotech Services Limited

- 191) Vibrante Enterprises Limited
- 192) Jasys General Supplies
- 193) Tunzo Investment Limited
- 194) Taman General Investment
- 195) Kebarubo Enterprises
- 196) Bokola Trading Co. Limited
- 197) Felveeck Enterprises
- 198) Chandrian World Enterprises
- 199) Taddox Enterprises
- 200) Hoppan Enterprises
- 201) Danesther Investment
- 202) Menake Enterprises
- 203) Mfinyanzi General Supply And Enterprise
- 204) Kambei Enterprises Limited
- 205) Nicomel Enterprises
- 206) Bright-Link Investments Limited
- 207) Erisob General Construction And Supplies Company Limited
- 208) Omiko Company Limited
- 209) Columbus Printing Industries Limited
- 210) Framis Enterprises Limited
- 211) Africavid Enterprises
- 212) Eimage Enterprises Ltd
- 213) Dalton Investment
- 214) Surgicals & Disposable East Africa Limited
- 215) Iikon Graphix Design
- 216) Zilojo Limited
- 217) Sylpa Enterprises
- 218) Eds Kenya Limited
- 219) Bettadan Services & Supplies
- 220) Diverse Agency
- 221) Manjosha Enterprises
- 222) Khalzam Electrical Services
- 223) Remy Multiple Limited
- 224) Lolewe Enterprises
- 225) Clarion Pearl Limited
- 226) Cavid Investment Limited
- 227) Skylark Ventures Limited
- 228) Alroy Enterprises
- 229) Mahir Investment Limited
- 230) Botibin Ventures Company
- 231) Vokenel Enterprises
- 232) Beaurick General Supplies
- 233) Polymath Solutions
- 234) Gray
- 235) card Solutions
- 236) Nieter Cleaning Services
- 237) Maxserve Enterprises
- 238) Starec General Supplies
- 239) Makso General Merchants Limited

- 240) Afri Globe East Africa Ltd
- 241) Shinka Limited
- 242) Stewere Brands
- 243) Deal Safi Enterprises
- 244) Pinnacle Multiprod Ltd
- 245) Jedeve Investment
- 246) Y-Pen Investment Limited
- 247) Liton Company Limited
- 248) Wisemen Business Solutions
- 249) X-Pro Designs & Constructions Limited
- 250) Dotto Computer Agency
- 251) Nevstin Enterprises
- 252) Rowambu Enterprises
- 253) Scoffold Investments Ltd
- 254) Stoneridge Limited
- 255) Riziki Enterprises K Limited
- 256) Afri Fields Investment Ltd
- 257) Abbigoh Enterprises Limited
- 258) Simplex Africa Limited
- 259) Nelken Solutions Kenya Limited
- 260) Dondan Holdings Limited
- 261) Urim And Thummim Enterprises
- 262) Mariana Suppliers
- 263) Egalaxy Kenya Limited
- 264) Yvette Supplies And Agencies
- 265) The Herbive Pest Services
- 266) Nawada Enterprises
- 267) Jojakika General Supplies
- 268) Kelyn Enterprises
- 269) Kenruche Holdings Limited
- 270) Nasirax Enterprises
- 271) Besiobei Engineering Services
- 272) Twi Twi Company Limited
- 273) Putmek Services Limited
- 274) Winterfell General Construction Limited
- 275) Jovinn Contractors And Suppliers Co.Ltd
- 276) Black Africa Security Services
- 277) Suter Brands
- 278) Afro Group Limited
- 279) Taitex Construction Company Limited
- 280) Linkcom Kenya Limited
- 281) Masters International Limited
- 282) Sylva Enterprises
- 283) Sachira General Suppliers
- 284) Intrinsic Electrical Company
- 285) Emakale Enterprises
- 286) Keyholder Enterprises
- 287) Qaizen (E.A) Limited
- 288) Deymo Construction And Consultancy Company Limited

- 289) Gitarama Enterprises
- 290) Green Village East Africa
- 291) Waikwambu Enterprises
- 292) Solex Link Electrical
- 293) Identitee Supply (E.A)
- 294) Nyamci Enterprise
- 295) Louro Enterprises
- 296) Swift Option Agencies
- 297) Bisanz Technology Limited
- 298) Be-Fifteen Investments Company Limited
- 299) E-Net Publishers And Designs Ltd
- 300) Galanticha Enterprises Limited
- 301) Ardha Jila General Supplies Limited
- 302) Tofei Construction Company Limited
- 303) Gutole Traders Limited
- 304) Bronsis
- 305) Jajow Supplies
- 306) Daybreak Investment
- 307) Data Security System
- 308) Dephanie Marketing Services
- 309) Afrizone General Contractors Ltd
- 310) Sinopia Limited
- 311) Hampton Construction Co. Limited
- 312) Konel Agencies Limited
- 313) Flex Trading Enterprises
- 314) Kalimba Kenya
- 315) Central Tech Enterprise
- 316) Blue Ray Technologies
- 317) Leone General Supplies
- 318) Esmeralda Peridot Investments
- 319) Africage General Suppliers
- 320) Geotha General Supplies
- 321) Nalex Investment
- 322) Kathay Business Enterprises
- 323) Hamptons Ventures Limited
- 324) Multimax Enterprises Limited
- 325) Optimal Entrepreneur
- 326) Tendakazi Entrepreneurs
- 327) Rahisac Business Enterprise Limited
- 328) Kaggz Designer
- 329) Evpasu Enterprises
- 330) Midy Enterprises Limited
- 331) Nawanjo Investment
- 332) Promijaka Enterprises
- 333) Mewacom Enterprises
- 334) Pamusons Ventures
- 335) Core Environmental Ltd
- 336) Salaba General Contractors Limited Company
- 337) Njerex Enterprises

- 338) Janmus Investments
- 339) Matt & Moore Cb Investments
- 340) First Brand Ventures
- 341) Wallace International Ltd
- 342) Caranda Agency Group Ltd
- 343) Nestka General Suppliers
- 344) Cippragh Enterprises
- 345) Famadi Investments
- 346) Ujenzibora Investment Limited
- 347) G-Three Concepts
- 348) Metrex Computers Limited
- 349) Safcom Technologies
- 350) Medi pharmacy

Source *Nakuru country (2017)*