

**Effect of Digital Advertising Strategy on the Organizational Performance of Soft Beverage Manufacturing Companies in Nairobi County, Kenya**

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**Abstract**

This study examined the effect of digital advertising strategy on the organizational performance of soft beverage manufacturing companies in Nairobi County. The purpose was to determine how digital advertising influences key performance indicators such as sales growth, market share, and customer engagement. A descriptive research design was adopted, targeting 127 employees from 10 soft beverage firms, with a sample of 97 respondents determined using Taro Yamane's formula at a 5% margin of error. Data was collected through structured questionnaires with five-point Likert scale items and analyzed using SPSS, employing descriptive statistics and regression analysis. The findings revealed a strong positive relationship between digital advertising strategy and organizational performance, with a Pearson correlation coefficient of 0.718 and an  $R^2$  of 0.515, indicating that 51.5% of performance variation is explained by digital advertising. Regression analysis showed a significant effect ( $\beta = 0.815$ ,  $p < 0.001$ ), while ANOVA confirmed the model's robustness ( $F = 92.547$ ,  $p < 0.001$ ). The study concluded that digital advertising plays a critical role in enhancing company performance by driving customer engagement, increasing sales, and improving market competitiveness. It is recommended that firms invest more in digital platforms, adopt personalized and data-driven campaigns, and leverage AI and analytics for targeted marketing. Companies should also monitor cost-per-click strategies, integrate interactive content, and continuously evaluate digital campaigns to align with consumer trends. Overall, the study underscores the strategic importance of digital advertising in sustaining growth and competitiveness in Nairobi's soft beverage manufacturing sector.

**Keywords:** *Digital Advertising, Performance, Soft Beverage, Manufacturing companies, Nairobi County*

**INTRODUCTION AND BACKGROUND**

Digital advertising has become inseparable with creating a competitive edge in the highly globalized world. With the rapid development of information technology, firms have leveraged on digital platforms to run their businesses and create awareness. According to Yachou and Al-Ajlouni (2022) digital advertising strategy is the use of a marketing plan that shows how a firm seeks to leverage online channels to promote its services and products. Digital advertising strategy entails selection of the desired channel, creation of engaging content and ensuring the

content is targeted to the right audience (Kawira et al., 2022). Digital advertising strategies can have significant impact on performance because they increase brand visibility, increase flow on the company's websites and generate leads that leads to more sales. Consequently, digital advertising is an important aspect of brand creation and increased visibility in the business environment.

Increased connectivity in the globe has made it possible for firms to use digital tools to target customers. The use of digital advertisement offers a more effective method of targeting many customers at once with a minimal budget (Makau, 2021). Digital advertising also enables firms to customize their advertisement messages to march the customer's preferences. Digital advertisement entails a wide range of online marketing strategies such as social media ads, SEO marketing, email marketing and display ads. The use of digital advertisement may entail the se of sponsored social media posts or banners to the use of ads on websites or video ads on YouTube. One of the advantages of digital advertisement is its ability to utilize data-driven insights to understand the customers' behaviors and optimize the content to meet the specific needs (Wuisan & Handra, 2023). As such, digital advertisement offers a huge return on investment compared to other forms of marketing due to its ability to take advantage of analytics.

The use of digital advertisement strategies in Soft Beverage Manufacturing Companies is critical in enabling these firms to compete effectively and maintain their position in the market. Soft Beverage Manufacturing Companies across different countries have leveraged on digital advertisement strategies such as social media posts, SEO marketing and digital ads to create a strong brand name (Sabharwal et al., 2022). In the USA, for instance, major Soft Beverage brands such as Coca Cola have leveraged on digital advertisements on Facebook twitter and Instagram to post engaging content to customers (Tahmassebi & Banihani, 2020). The company posts images of celebrities of different countries and uses the local language and culture to target the local market. The company's digital advertisement strategies have enabled it to increase its reach, offer personalized content and increase its performance in the market.

In Africa, Soft Beverage companies plays a crucial role in economic growth and development through creation, supporting local suppliers and diving economic growth. In Nigeria for instance, Soft Beverage Manufacturing Companies contribute to the country's employment, contribute to revenue generation and support the related sectors such as agriculture and logistics (Bayo & Redwell, 2020). These companies are leveraging on digital advertisement strategies to reach consumers. Companies such as Coca Cola, and Nigerian Bottling Company use social media platform such as Facebook, online ads and SEO to enhance their brand visibility and increase buying behavior. In South Africa, Soft Beverage Manufacturing Companies have been critical in job creation, economic diversification and provision of beverages (Ronquest-Ross et al., 2018). These companies have leveraged on digital advertisement and other related innovative strategies to expand their businesses and explore new opportunities. Some of the biggest brands in South Africa include Pepsi, Coca Cola and Kingsley.

The Soft Beverage Manufacturing Companies in Kenya play a crucial role in job creation and contributing to economic growth and development due to their impact on several sectors. These companies offer a wide range of products such as carbonated drinks, bottled water, energy drinks and juices, enabling them to target a wide range of consumer preferences (Nzomo & Wachiuri, 2023). The Kenyan Soft Beverage Manufacturing Companies is dominated by established global brands such as Coca Cola, Pepsi and other local players such as Highlands, Brookside Dairy, and East Africa Breweries. The Soft Beverage industry in Kenya keeps evolving as consumers' references shift, necessitating the companies to reconsider their strategies (Michael & Wathe,

2022). The use of innovative strategies such as digital advertising has been critical in enabling the companies to compete effectively in the market.

### **Statement of the Problem**

The Soft Beverage Manufacturing Companies in Kenya have increasingly leveraged digital advertisements to increase their market reach and increase engagements. Some of the key strategies used include SEO marketing, content marketing, email marketing and social media marketing (Kinyua & Sije, 2023). However, many indigenous Soft Beverage Manufacturing Companies in Kenya find it difficult to compete with the established brands which have already created a strong brand image in the market. The established multinational brands such as Coca Cola have the required resources to run sustained digital advertisements campaigns which affects the success of small soft beverage manufacturing companies (Muthoni & Mose, 2020). Besides, competition in the labor market means that most of the small soft beverage firms lose their talented employees to the major brands, thus affecting their performance. It has become increasingly hard for local Soft Beverage Manufacturing Companies to compete with the large established multinationals due to these challenges.

Despite the potential role of digital advertisement and its impacts on the performance of local Soft Beverage Manufacturing Companies, few studies have been done on this topic. Kimathi (2020) studied the impacts of digital advertisement on the performance of SMEs in Kiambu County and noted that digital advertisement enables firms to increase their market share and create a strong brand name. Another study by Gatobu (2022), evaluated the impact of digital marketing on sales growth of Saloons in Nairobi County and noted that the use of digital advertisements, especially Facebook and Tik Toc have enabled the companies create engaging content leading to more customer's flow. However, these studies were done in other sectors which leads to a research gap which this study seeks to fill by examining effect of digital advertising strategy on the organizational performance of soft beverage manufacturing companies in Nairobi County.

## **LITERATURE REVIEW**

### **The Technology Acceptance Model**

The technology advanced model was introduced in 1985 by Fred Davis and explains how people and organizations embrace new technologies. This theory sought to address people's resistance to technology and the failures of new technologies in achieving their desired goals (Rahimi et al., 2018). The main tenet of this theory is that people's acceptance to technology depends on how the features of new technology appeal to them. The rate at which a new technology is adopted depend son its ease of use and the perceived benefits of the technology (Susanti & Astuti, 2019). The ease of use refers to how the target people feel that a technology is useful to accomplish the desired goals. Based on this theory the adoption of digital advertisement will depend on convenience and its appeal to the customers. As such, it is important to ensure that the digital advertisement strategies used Soft Beverage Manufacturing Companies appeal to the customer needs.

The use of digital advertisement strategies like social media, SEO marketing and ads have relied on digital technologies to achieve the desired goals. This theory is useful in this theory because of the nature of digital advertisement which keeps on evolving (Aburbeian et al., 2022). It is thus important to ensure that the digital strategies used by a firm are acceptable to the customers. The perception and the practicality of digital advertisement will determine whether the digital strategies will achieve what they are expected to achieve. This theory serves as an important tool

to explain how local Soft Beverage Manufacturing Companies in Nairobi County perceive the use of digital advertisement strategies for marketing purposes.

This theory also explains how the perceived use of a technology leads to its adoption because people will consider what they get from new technologies. This theory can be used to help Soft Beverage Manufacturing Companies understand how the use of digital advertisement will benefit them through increased sales growth, increase in market share and brand visibility. The choice of the digital advertisement strategy in a firm will determine with its usefulness in reaching the broader market target using the available resources. This theory also addresses the barriers to the adoption of new technologies by investing the right expertise to leverage on the power of digital advertisements to compete with the established global firms in the market.

### **Empirical Review**

Digital marketing strategies and digital transformation have a significant impact on organizational performance. Suhari, Putra, and Sain (2024) studied the effects of digital transformation on firm's performance. The study relied on literature review whereby 35 journals were used. These articles were published between 2016 and 2023 to ensure the information was up-to date. The results revealed that digital transformation has a positive impact on the organizational performance. Importantly, the study reveals that digital marketing strategies increases efficiency, productivity and competitiveness in the market. It was also noted that digital marketing strategies lead to better performance but the impact of these strategies depends on firm size, organizational culture and the industry in which the organization operates. However, this study focused on digital transformation rather than on digital advertisement implying that the results cannot be generalized in the context of Soft Beverage Manufacturing Companies in Nairobi.

Aityassine and Al-Ajlouni (2022) examined the effects of digital marketing strategy on organizational outcomes. Specifically, the study focused on customer engagement, customer satisfaction and customer loyalty and how they affect organizational outcomes. The study an extensive literature review to identify twenty-five variables based on past works on digital marketing. This study used convenience sampling method to collect the data and applied structural equation modeling in the hypothesis. A questionnaire was used to collect the data from marketing practitioners whereby 200 respondents were targeted. The study noted that digital marketing strategies increases customer satisfaction, engagement and loyalty. The main limitation of this study is that it was focused on customer satisfaction, customer loyalty and customer engagement but not on financial performance. As such, the study cannot be used to make conclusions on impact of digital advertisement on the performance of Soft Beverage Manufacturing Companies in Nairobi.

Sardjono et al. (2023) assessed the impact of digital advertising on food and beverage industry by focusing on McDonald's. The study used a literature review and focus groups to identify the main variables for the research. A questionnaire was used to collect data while the focus group was used to get an in-depth understanding of the opinions and attitudes of the customers. Open-ended questions were used to encourage the participants to contribute their opinions and ideas. The results revealed that digital advertising have a positive impact on the performance of food and beverage companies in Kenya. It was revealed that digital marketing and advertising helps beverage and food companies to interact with customers. The study also explained the integration of new technologies such as AI and machine learning helps firms to develop individualized marketing campaigns that cater for the specific needs in the market. The limitation of this study is that it was done in the USA, which has a different economic and regulatory

environment compared to Kenya. As such, the results cannot be generalized in the context of the current research.

Baskaran et al. (2021) examined the determinants of consumer perceived trustworthiness in digital advertising of food companies in Malaysia. The study studied consumers' perceived trustworthiness using five constructs of social media advertisements. Specifically, the study focused on personalization, word-of-mouth, electronic means and interactivity. This study used a quantitative research method whereby 410 respondents were targeted. The results showed that the dimensions of social media advertising have a significant impact on the perceived trustworthiness of the food companies in Malaysia. Although the study was done in the food and beverage companies, it was done in Malaysia which has a different economic and regulatory environment than Kenya. As such, these results cannot be used to make a generalized conclusion on the current research topic.

Nieto et al. (2023) examined how digital food and beverage companies employ digital advertisement to appeal to children in Mexico. This study employed a crowdsourcing method whereby 348 participants were targeted. A short survey was used to collect the data from the respondents and was sent through emails. The study collected information on food marketing strategies, perceived nutritional value and the perceived healthfulness on the products. The study used a content analysis to understand the marketing techniques used by the firms and their impacts on the customers. The study noted that digital advertising strategies have a positive impact on the performance of digital foods and beverage companies in Mexico. It was also noted that children and adolescents believe that the digital foods and beverage companies have very high nutritional value and healthy benefits. The companies leveraged on several digital advertisement strategies such as social media posts, brand characters and SEO marketing. The main limitation of this study is that it was done in Mexico which has a different competitive landscape compared to the Kenyan market implying that the results cannot be generalized in the current research.

## DATA AND METHODS

The study adopted a descriptive research design to examine the phenomenon as it exists in real-world settings, allowing detailed data collection and analysis. The target population comprised 127 employees drawn from 10 soft drink firms, with staff in specific roles serving as the unit of observation. A sample size of 97 respondents was determined using the Taro Yamane formula at a 5% margin of error, and participants were selected through a stratified random sampling technique. Data was gathered using a structured questionnaire designed with five-point Likert scale questions ranging from strongly disagree to strongly agree. Collection procedures included both physical administration and online methods via email and WhatsApp to maximize response rates. The study employed SPSS for data analysis, incorporating both descriptive statistics to summarize responses and inferential techniques to test relationships. Regression analysis was used as the primary inferential method, applying a bivariate model expressed as  $Y=B_0+B_1X_1+e$ . A significance threshold of 0.05 was maintained to determine statistical relevance of results. Findings were presented in tabular form for clarity and ease of interpretation.

## RESULTS AND DISCUSSION

**Response Rate:** 89 participants out of 97 filled and returned their questionnaires representing 91.75% response rate.



## Descriptive Statistics

### Descriptive Statistics on Digital Advertising Strategy

The findings indicate that digital advertising is perceived positively across several performance areas. A significant 61.8% of respondents agreed that the company's advertising efforts have increased the average purchase amount, with the mean score of 3.67 confirming a moderately strong effect. Engagement levels with the target audience were rated even higher, as 65.2% acknowledged that the ads receive substantial interactions such as likes, shares, and comments, which is reflected in the high mean of 3.88. Similarly, the ability of the ads to capture customer attention was supported by 59.6% of participants, and the mean of 3.71 suggests a generally favorable view. The role of digital advertising in converting leads into paying customers was strongly endorsed, with 65.2% agreeing and a mean score of 3.79, highlighting its importance in driving sales. Advertising strategies were also credited with enhancing customer conversion rates, with 64.1% in agreement and a mean of 3.87, indicating confidence in their effectiveness. Furthermore, cost management was seen as efficient, as 62.0% agreed that the strategies maintain a manageable cost per click, supported by a mean of 3.73. Overall, the results show a consistent positive trend, with all statements scoring means between 3.67 and 3.88 (table 1). The highest levels of agreement were recorded for ad engagement and lead conversion, underscoring the perceived value of digital advertising in boosting both interaction and sales performance.

**Table 1: Descriptive statistics on digital Advertising strategy**

Statement on Digital Advertising	Disagree %	Neutral %	Agree %	Mean	Std. Dev
The company's digital advertising initiatives have led to an increase in the average purchase amount.	12.3%	25.8%	61.8%	3.67	0.951
Our online advertisements attract strong engagement from the target audience, including likes, shares, and comments.	6.7%	28.1%	65.2%	3.88	0.951
The ads we run are effective in drawing the attention of potential customers.	10.1%	30.3%	59.6%	3.71	1.025
Digital advertising plays a major role in turning leads into paying customers.	10.1%	24.7%	65.2%	3.79	0.994
Our marketing approaches have proven effective in boosting customer conversion rates.	3.3%	32.6%	64.1%	3.87	0.882
The strategies we apply help maintain the cost per click at a reasonable and manageable level.	10.1%	28.1%	62.0%	3.73	1.020

### Descriptive statistics on Performance of soft drink manufacturing companies

A large proportion of respondents (68.5%) agreed that the company's profitability has consistently increased over the past five years, supported by a mean score of 3.82, indicating steady financial growth. Similarly, 65.2% observed that sales revenue has grown steadily during the same period, with a mean of 3.79, reinforcing the view of continuous upward performance. Expansion indicators also received favorable responses, as 59.6% agreed that the organization has successfully opened new branches, with a mean of 3.69 showing moderate but positive support. Market share growth was rated even higher, with 66.3% of participants acknowledging significant expansion and a mean of 3.83, making it the strongest performance area in the

dataset. Service quality improvements were noted by 60.7%, reflected in a mean score of 3.80, highlighting efforts to enhance customer experience. Operational efficiency recorded the highest agreement at 69.6%, with a mean of 3.80, pointing to effective internal processes and resource management. Overall, the means ranging from 3.69 to 3.83 in table 2 indicate consistent positive performance across profitability, revenue growth, market expansion, customer service, and operational efficiency, with market share and profitability emerging as key strengths.

**Table 2: Descriptive statistics on Performance of soft drink manufacturing companies**

Statement on Performance of soft drink manufacturing companies	D	N	A	Mean	Std. Dev
The organization's profits have shown consistent growth over the past five years.	5 (5.6%)	23 (25.8%)	61 (68.5%)	3.82	0.847
Sales revenue in the organization has steadily increased in the last five years.	9 (10.1%)	22 (24.7%)	58 (65.2%)	3.79	1.028
The organization has successfully launched new branches in recent years.	10 (11.3%)	26 (29.2%)	53 (59.6%)	3.69	1.029
There has been notable expansion in the organization's market share.	3 (3.3%)	27 (30.3%)	59 (66.3%)	3.83	0.869
The organization has made significant improvements in customer service delivery.	6 (6.7%)	29 (32.6%)	54 (60.7%)	3.80	0.907
Operational efficiency within the organization has been greatly improved.	8 (9.0%)	19 (21.3%)	62 (69.6%)	3.80	1.036

### Inferential Analysis

inferential analysis involved conducting both correlation and regression analysis at a critical value of 0.05 to determine whether the independent variable had a significant influence on dependent variable.

### Correlation Analysis

The correlation results show a strong positive relationship between digital advertising strategy and the performance of soft drink manufacturing companies, with a Pearson correlation coefficient of 0.718. This indicates that improvements in digital advertising strategies are strongly associated with better organizational performance. The significance value of  $p = 0.000$  ( $p < 0.05$ ) confirms that this relationship is statistically significant and not due to chance. With a sample size of 89 respondents, the findings provide reliable evidence that effective digital advertising plays a crucial role in enhancing company performance. Results are in consistent with findings of Baskaran et al. (2021) which focused on consumer trust in digital advertising through constructs like personalization and interactivity, finding that these elements significantly influenced perceived trustworthiness in Malaysian food companies. The current results are consistent, showing that effective digital strategies significantly predict performance. While Baskaran et al. emphasized trust as an intermediary factor, the present study provides direct evidence linking advertising strategies to organizational outcomes. Moreover, unlike their Malaysian context, this research demonstrates similar effects in Kenya's competitive soft drink sector.

**Table 3: Correlations Matrix between Digital Advertising strategy and Performance of soft drink manufacturing companies**

		Performance of soft drink manufacturing companies	Digital strategy	Advertising
Performance of soft drink manufacturing companies	Pearson	1	.718**	
	Correlation			
	Sig. (2-tailed)		.000	
	N	89	89	
Digital Advertising strategy	Pearson	.718**	1	
	Correlation			
	Sig. (2-tailed)	.000		
	N	89	89	

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

### Regression Analysis

The model summary shows an R value of 0.718, which indicates a strong positive relationship between digital advertising strategy and the performance of soft drink manufacturing companies. The R Square value of 0.515 means that approximately 51.5% of the variation in company performance can be explained by the digital advertising strategy. This suggests that more than half of the performance outcomes are influenced by how well digital advertising is implemented. The remaining 48.5% is likely due to other factors not captured in this model. Overall, the results demonstrate that digital advertising strategy is a major predictor of organizational performance in the soft drink manufacturing sector.

The ANOVA results show that the model is statistically significant in explaining the relationship between digital advertising strategy and the performance of soft drink manufacturing companies. The F-statistic of 92.547 is very high, indicating that the variation explained by the model is much greater than the unexplained variation. The associated p-value of 0.000 ( $p < 0.05$ ) confirms that the relationship is highly significant and not due to random chance.

The regression results show that digital advertising strategy has a strong and statistically significant effect on the performance of soft drink manufacturing companies. The unstandardized beta coefficient (B) for digital advertising is 0.815, meaning that digital advertising strategy positively and significantly affect performance. The t-statistic of 9.620 is very high, and the corresponding p-value of 0.000 ( $p < 0.05$ ) confirms that this effect is highly significant and not due to chance.

Sardjono et al. (2023) established that digital advertising has a positive effect on the performance of food and beverage companies by facilitating customer interaction and enabling personalized marketing campaigns. Similarly, the present study demonstrated a strong positive relationship ( $R = 0.718$ ) between digital advertising strategy and company performance, with 51.5% of performance variation ( $R^2 = 0.515$ ) explained by digital advertising. This supports Sardjono et al.'s conclusion that digital marketing drives customer engagement and business growth. However, while their study was based in the USA, the current findings provide empirical evidence in the Kenyan context, addressing the gap in geographical generalization highlighted in their research.

Nieto et al. (2023) found that digital advertising positively impacts performance in Mexican food and beverage companies, particularly through targeted strategies like social media posts and brand characters. These findings resonate with the current study, where digital advertising



significantly influences performance, supported by a high F-statistic (92.547,  $p < 0.001$ ). Both studies emphasize the role of strategic online engagement in boosting brand perception and sales. However, while Nieto et al. highlighted the impact on children and adolescents, the present research centers on overall company performance, providing a broader organizational perspective. Despite differences in geography and focus, the results of the current study are in agreement with prior research, reinforcing the view that digital advertising is a critical driver of performance in the food and beverage sector. By offering evidence within the Kenyan soft drink manufacturing context, this study extends the applicability of global findings to a local market.

**Table 4: Bivariate Regression between Digital advertising strategy and Performance of beverage manufacturing companies**

Model Summary						
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.718 <sup>a</sup>	.515	.510	.5693792		
ANOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	30.003	1	30.003	92.547	.000 <sup>b</sup>
	Residual	28.205	87	.324		
	Total	58.208	88			
Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.698	.326		2.139	.035
	Digital Advertising Strategy	.815	.085	.718	9.620	.000

a. Dependent Variable: Performance of Soft Drink Manufacturing Companies

b. Predictors: (Constant), Digital Advertising Strategy

### Conclusions and Recommendations

The study concludes that digital advertising strategy has a significant and positive effect on the performance of soft beverage manufacturing companies in Nairobi County. Companies should increase investment in digital advertising platforms such as social media and search engine marketing to enhance visibility and customer reach. Firms need to adopt data-driven advertising strategies, leveraging analytics to target specific customer segments effectively. Personalization of campaigns using AI and machine learning should be prioritized to increase customer engagement and conversion rates. Continuous monitoring and optimization of cost-per-click strategies will ensure budget efficiency while maximizing returns. Integrating interactive content, including videos and brand storytelling, can strengthen customer connection and brand loyalty. Finally, companies should regularly evaluate the performance of digital campaigns to align strategies with market trends and consumer preferences.

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