

MOSHI CO-OPERATIVE UNIVERSITY

**DIGITAL MARKETING AND GROWTH OF COMMERCIAL BANKS
IN TANZANIA: A CASE OF CRDB BANK IN MOSHI
MUNICIPALITY**

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BY

FRANCIS BURTON MKONDYA

**A DISSERTATION SUBMITTED IN PARTIAL FULFILMENT OF THE
REQUIREMENT FOR THE AWARD OF DEGREE OF MASTER OF BUSINESS
MANAGEMENT OF MOSHI CO-OPERATIVE UNIVERSITY, MOSHI
TANZANIA**

NOVEMBER, 2022

DECLARATION AND COPYRIGHT

I, **Francis Burton Mkondya**, declare that this dissertation is my own original work and that it has not been presented and will not be presented to any other higher learning institution for a similar or any other academic award.

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CERTIFICATION

The undersigned certifies that he has read and hereby recommends for acceptance by the Moshi Co-operative University a Dissertation titled “**Digital Marketing and Growth of Commercial Banks in Tanzania: A Case of CRDB Bank in Moshi Municipality,**”in partial fulfilment /fulfilment of the requirements for the award of a degree of Master of Business Management of Moshi Co-operative University

(Supervisor’s Name)

(Supervisor`s Signature)

Date: _____

DEDICATION

To my parents Mr and Mrs Mkondya, my brothers Fred, Felix, and Florian and my child Arabella; for their moral support, understanding, sacrifices and prayers throughout my study period.

ACKNOWLEDGEMENTS

The writing of the dissertation has been one of the most significant academic challenges I have never had to face. Without the support, patience and guidance of the following people, this study wouldn't have been completed. It is to them that I owe my deepest gratitude.

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LIST OF ABBREVIATIONS AND ACRONYMS

BOT	:	Bank of Tanzania
CRDB	:	Co-operative Rural and Development Bank
CVI	:	Content Validity Index
DOI	:	Diffusion of Innovation
IT	:	Information and Technology
MMS	:	Multimedia Messaging Services
MoCU	:	Moshi Co-operative University
MRA	:	Multiple Regression Analysis
PEOU	:	Perceived Ease of Use
PU	:	Perceived Usefulness
SEM	:	Search Engine Marketing
SEO	:	Search Engine Optimization
SMEs	:	Small and Medium Enterprises
SMS	:	Short Message Services
SPSS	:	Statistical Package for Social Science
TAM	:	Technological Acceptance Model
UNDP	:	United Nations Development Programme
VIF	:	Variance Inflation Factor
WB	:	World Bank
ROA	:	Return on Asset
POS	:	Point of Sale
ATMs	:	Automatic Teller Machines
TB	:	Telephone Banking
PPC	:	Pay Per Click

ABSTRACT

Digital marketing is very important to commercial banks and there are few studies conducted in the field. This study aimed at assessing the influence of digital marketing on growth of commercial banks in Tanzania. Specifically, the specific objectives were to examine the effect of search engine marketing (SEM) on growth of commercial banks, determine the influence of social media marketing on growth of commercial banks and to evaluate the contribution of mobile app marketing on growth of commercial banks. The study was guided by the Technology Acceptance Model based on the Theory of Reasoned Action and supported by the theory of diffusion of innovation. A cross-sectional research design was adopted and the target population included 100 respondents whose sample size involved 78 respondents. Data were collected by using questionnaires and through interviews while Descriptive statistics was used with SPSS and multiple linear regression models were used in analysing data. Findings indicated that search engine marketing had no influence on bank growth. The study further found that social media had influence on commercial banks growth in terms of increase in number of customers and loan portfolio. Moreover, the study found that Mobile apps marketing had a positive and significant influence on growth of banks in both loan portfolios and increase in number of customers. The study concluded that digital marketing has a significant or positive influence on the commercial bank growth and the study recommended that CRDB bank and Banking sector inside and outside of Tanzania should be digital marketing and how potential customers can be reached and be able to maximise their digital marketing which in turn will maximises their sales and be able to grow and become more competitive.

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background

Commercial banks as sellers across the world in different sectors of economies are increasingly bringing their brands closer to consumers' everyday life (Sachin, 2018). In fact, commercial banks are inventing new and modern digital techniques for marketing their products and services. The innovation techniques being used are depending on the institution's culture. Here technology acts as a spice in making sure that the quality of products and services is improved by the people who conduct the business/employees (Khan and Mahapatra, 2019).

In America, many commercial banks use online channels so as to reinforce brand messages and relationships (Stevens, 2017). The management insists in building online societies too, America makes sure that these societies are receiving social, educational and business issues so as to be certain that these customers are close to them always (Rowley, 2004). Even in developing countries like Tanzania, many commercial banks have started to use digital marketing to increase their custom base and improve their operations. Commercial banks are using digital marketing so as to reduce some operational costs and increase their reach (Watson *et al.*, 2012; Sheth and Sharma, 2015).

According to Narkiniemi (2013) many traditional marketing's ground rules still apply to modern marketing, such as the purpose of marketing, how to define the target market and the marketing mix. However, the marketing channels have changed considerably because of the internet. People tend to spend more time online than around the traditional marketing channels such as television, radio and magazine because of the usefulness of the technology as they think that accessibility through online is much easier than other channels. The traditional marketing channels such as television, radio and magazine are replaced by social platforms such as Facebook, Instagram and Twitter, online publications, and online streaming series such as YouTube.

This means that, if the commercial banks through its employees are able to identify how their target consumers are using the internet and understand the modern way of finding information about the products, digital marketing can help the bank to reach

the product's potential or vice versa (Damian & Calvin, 2019). This understanding is the basis of creating a successful digital marketing plan in practice.

Digital marketing helps a business to track their advertising initiatives. It also assists companies to know whether their adapted strategy has met the customer demand. Platforms such as Google adwords help in monitoring campaigns and help to show whether the adapted strategy has been successful or not. It also helps to find areas for improvement (Craig, 2021). Business environment requires organisations and institutions like commercial banks to get into contact with customers in the finest possible manner. This necessitates these commercial Banks to develop strategies that build customer fulfilment, value and trustworthiness (Guzal, 2019). Likewise, most banks need to increase their digital marketing spending and increase efforts across platforms for them to realise the efficiency of their digital advertising strategy. Digital advertising and marketing are growing quickly, for instance in 2015 about 17% of organisations have committed more than 50% of their budget on marketing via online media, compared to 14% in 2017 (Abraham, 2018).

The increased resource exerted on digital marketing has caused the global business world to face increasing competitive pressures; therefore, marketing skills and expert knowledge have become highly valued (West *et al.*, 2015). For long periods, marketing activities were neglected and handled by only a small department within a big organisation. But due to the changes in the international and local business environment, most of the organisations have adapted marketing and promotional strategies as frontline for businesses and the core aspect in daily operation (Wyatt, 2010).

As Ngumi (2013) and Gaitungu (2020) note that in the world of banking, the development in information technology has an enormous effect on the development of a more flexible payments method and a more user-friendly banking services. These developments may lead to an efficient banking system that satisfies customer needs. The emerging marketing techniques using social media have enabled both customers and banks to interact smoothly. Through self-service technologies, customers can now be serving themselves more effectively, thereby reducing banks' operational costs that otherwise could affect their revenue. Social media has increased the potential for reaching the customers around the globe, something that could not be possible in the past in which services were limited to local provision (Mutero, 2014). The Bank's

management insists on building online customer societies and empowering them with social and business issues (Beattie, 2015).

Following the privatisation of private institutions in the mid-1980s, CRDB was founded in 1996 with the support from the Danish International Development Agency (DANIDA). The bank offers its services to individuals, small to medium businesses and big corporations in the country and outside the country (Millas, 2013).

Like other banking institutions in Tanzania, CRDB has been able to introduce a number of modern and innovative services which in turn have helped to promote accessibility of its services by the wider population in urban and rural areas. On that note, examples of those modern and innovative services include the introduction of Automated Teller Machines (ATMs), Microfinance partners' institutions, Fahari Huduma (Frank, 2018).

Many research studies have focused on examining the importance of banks in promoting social and economic well-being of the society. Few have focused on evaluating the marketing strategies used by banks to meet customers' needs and expectations. This study therefore aims to bridge this gap. A recent study in Zimbabwe ascertained that indigenous banks facilitate economic development since they assist in the mobilisation of money, create a lender-borrower relationship and support priority sectors that bring economic development in the country (Munyoro and Dube, 2017).

Also KuchCiak (2013) argued that social media acts as a huge chance for organisations to advertise their brands so as to collectively influence the wisdom of the customers to be able to incorporate the competencies in their minds and build a significant and productive market position relying on duly solid social acceptability. KuchCiak further found that, parallel with the growing relevance of social media, there has to be an increasing interest by banks in applying their creative and productive abilities in internet users.

A study by Mtimbwa (2018) examined the link between service quality and customer satisfaction in retail banking in Tanzania, a case study of CRDB bank. A study by Frank (2018) examined the impact of service quality on customer satisfaction, a case of TIB corporate bank Ltd - Dar es Salaam. Against this background this study aimed

at examining how digital marketing influences the growth of commercial banks with a case of CRDB.

1.2 Statement of the Problem

Digital marketing has changed the way business performs and the way consumers behave and interact. Shifts in consumer consumption patterns and lifestyle have made platforms for communications becoming more complex (Yasmin, 2015).

Looking at the reasons behind this slow pace towards the adoption of digital marketing is contributed by several factors. According to Thompson *et al.*, (2016) among those factors, the individual factors, organisational factors and technological factors persist mostly when it comes to changes in many companies. These factors or variables were said to be found and to be much better predictors of adoption of technological innovations than of administrative innovations (Kimberly and Evanisko, 2017). These factors may be known but its impact; magnitude and direction have yet to be determined on how they let the adoption of digital marketing be very low with slow pace of growth in banking system.

In Tanzania and East Africa in a nutshell there are limited studies that have been done on digital marketing especially on its adoption. Most of the studies conducted were focused on the impact of digital marketing on business performances and effectiveness of digital marketing strategies on performance of commercial banks.

These studies include Joseph (2018) and Muthoning'ang'a (2021). Muthoning'ang'a (2021) for instance in her study suggested the need to conduct a study on factors affecting adoption of digital marketing in commercial banks so that to identify significant variables that influencing adoption of digital marketing in commercial banks, such variables including individual, organisation and social factors.

This shows that little is still known about the influence of digital marketing strategies used by banks in Tanzania to attract and retain customers. This study therefore aims to fill that knowledge gap by evaluating marketing strategies used by banks in Tanzania on customer retention using CRDB Bank as its case study. This study was undertaken to fill the knowledge gap by answering the question; how does digital

marketing influence the growth of commercial banks in Tanzania? A case of a CRDB bank in Moshi Municipality.

1.3 Research Objectives

1.3.1 Main Objective

The main objective of this study was to assess the influence of digital marketing on growth of commercial banks in Tanzania.

1.3.2 Specific Objectives

- i. Examine the effect of search engine marketing (SEM) on the growth of commercial banks.
- ii. Assess the influence of social media marketing on the growth of commercial banks.
- iii. Evaluate the contribution of mobile apps marketing on the growth of commercial banks

1.4 Research Questions

- i. What are the effects of search engine marketing on the growth of commercial banks?
- ii. How does social media marketing influence the growth of commercial banks?
- iii. What are the contributions of mobile apps marketing towards the growth of commercial banks?

1.5 Justification of the Study

The understanding of the influence of digital marketing on commercial bank growth will help policy makers, government, regulatory bodies and other stakeholders to design the best communication plans and programs that will actively stimulate the growth and sustainability of the commercial banks in the country, it will also help policy makers to support, encourage, and promote the establishment of appropriate policies to guide the firms.

The study findings will benefit management and staff of commercial banks as they can effectively manage their communication plans and programs. This study will offer an understanding on the effects of digital marketing on the growth of the commercial banks. Several digital marketing strategies and its effects on growth will

be discussed for the benefit of the managers and policy makers. As a result, the banking industry in the country and other affiliated firms will develop great benefit from the study.

The study will provide the background information to other researchers and scholars who may want to carry out further research in this area. The study will facilitate individual researchers to identify gaps in the current research and carry out research in these areas. The work will also be used by academicians who will want to study similar areas and to come up with comprehensive conclusions and reasoning in regard to digital marketing.

1.6 Organization of the Study

This research dissertation is divided into five chapters. This study deals with “Assessment of the influence of digital Marketing on growth of commercial banks: A case of CRDB Bank, in Tanzania”. Chapter one opens the Research report and covers the background to the study, statement of the problem, research objective, research questions, justification of the study and organisation of the chapters. The second chapter examined the literature review. Chapter three presented the research methodology which was used in this study. Chapter four presented the findings from the study in relation to the research objectives. Lastly, Chapter five provided the summary, conclusions and recommendations for action.

CHAPTER TWO

2.1 LITERATURE REVIEW

2.2 Definition of the key terms

2.2.1 Digital marketing

Digital marketing is a modern marketing communication tool to use different electronic devices and technologies to carry marketing messages to consumers more effectively and efficiently (Kaur, 2017). Digital marketing involves the use of digital technology to market goods and services. It is a way of marketing that is quickly advancing as most of the world is becoming digitally oriented Yasmin *et al.*, (2015). While using digital channels to reach customers, digital marketing has always been a good way for selling and buying products and goods through the internet (John, 2018).

Some of the digital platforms that are mostly used nowadays for marketing include Facebook, WhatsApp, Instagram, YouTube (Keshavarz, 2020). Digital marketing vehicles such as Search Engine Marketing (SEM), influencer marketing, content marketing, content automation, data-driven marketing, campaign marketing and ecommerce marketing, social media marketing, social media optimization, email direct marketing, display advertising, e-books, and optical disks and games are becoming more common in our advancing technology, Also digital marketing now-a-days extends to non-Internet platforms that provide digital media, such as mobile phones (SMS and MMS), on-hold mobile ringtones and callback (Ahmad, 2017). In this study digital marketing comprises all marketing efforts that use electronic devices or the internet such as search engines, social media like Facebook, Twitter Email and mobile apps used by commercial banks to connect with current and prospective customers.

2.2.2 Search engine marketing

Search engine marketing (SEM) is the practice of marketing a business using paid advertisements that appear on search engine results pages. Advertisers bid on

keywords that users of services such as Google and Bing might enter when looking for certain products or services, which gives the advertiser the opportunity for their ads to appear alongside results for those search queries (Sheffield, 2020). Therefore, SEM strategy is extensively used to improve the visibility and thus the volume and quality of traffic to a firm's website (Sheffield, 2020). Firms with higher rankings for their websites appear at the top of the search result page, and more frequently, the greater the likelihood that potential customers will visit these sites. SEM focuses on image search, local search, video search, news search and industry-specific vertical searches. SEM provides a variety of strategies including increasing links from other websites to the firm's webpages, editing the content of the website and restructuring contents of a company's website (Nyabadza, 2021). In this study search engine marketing is a collection of marketing strategies used by the bank which help the bank website to have higher search engine results pages.

2.2.3 Social Media marketing

Social media is computer based technologies that facilitate the sharing of ideas, thoughts and information through the building of virtual networks and communities. Social media marketing has a focus to build brand awareness and campaigns can be done on several social media platforms or the platforms mostly preferred by the target audience. The most common platforms for this marketing strategy include Twitter, Instagram, and Facebook. Most companies do not only market themselves on social media, but they also focus on advertising too. That is, promoting the company, products and services through the paid social media channels or channel (Todor, 2016). The most important goal of social media marketing is to increase brand awareness and to maintain the company's reputation. Social media marketing focuses on creating promotional content and interacting with customers on different platforms.

Social media marketing is said to be one of the most effective digital marketing strategies as most people spend their time on social media especially the youthful generation (Craig et al., 2021). Social Media It is all about managing a brand's image across multiple social channels including LinkedIn, Twitter, Facebook, Instagram and many others. Over the past few years, this form has become very common, mature and complicated (Lala Hu and Olivieri, 2021). In this study social media are all the online platforms that CRDB banks are using to ensure that they have direct

communication with their customers such as Facebook, Instagram and Twitter can be the platform of choice for promotion and communication about CRDB bank services.

2.2.4 Mobile app marketing

Mobile application for marketing implies the use of the portable media as a means of marketing communications. Mobile applications offer several networks to reach customers through various strategies ranging from short messaging services, pictures, videos and multimedia messaging service to the mobile Internet with short messaging being the most popular and highly effective for generating brand awareness. Mobile applications are designed for quick messaging and are used for reminders, updates and confirmations (Kenned, 2016). Mobile app marketing is about interacting with your users through their entire life cycle from when they first hear about your app to when they become loyal and a regular user. To do this effectively you have to figure out who will use your app, where to find those people, what to say to them and what they want from you (Camiller, 2020). In this study mobile app marketing includes all the services provided by a bank or other financial institution that allows its customer to conduct financial transactions remotely using a mobile device such as smartphone or tablet.

2.2.5 Commercial banks

According to Benton *et al.*, 1989 Commercial bank is an intermediary profit-making institution or a commercial bank is a dealer in capital or more property a dealer in money. Commercial bank is an intermediate party between the borrower and the lender. Commercial banks borrow from one party and lend to another and the difference between the terms at which he borrows and those at which he lends from the source of his profit.” For the sake of this study commercial banks are financial institutions which perform the functions of accepting deposits from the general public and giving loans for investment with the aim of earning profit.

2.2.6 Loan portfolio

The loans that a lender or a buyer of loans is owed. The loan portfolio is listed as an asset on the lender's or investor's balance sheet. The value of a loan portfolio depends on both the principal and interest owed and the average creditworthiness of the loans (Mitrsevica and Bardarova, 2020). Loan portfolios are pools of loans that banks, investment firms or even government agencies own and manage. Also is recurring

revenue that the loan payments create. As such, it is one of the greatest sources of risk to a bank's safety and soundness (Shikumo, 2020). In this study loan portfolios are pools of loans that commercial banks own and manage.

2.2.7 Growth

According to the World Bank (2020) growth is the process which involves expansion of size or operations. Furthermore, the World Bank expressed growth as simply an increase in a particular attribute. Institutional growth is the process of institutional expansion or "change in amount" due to increasing overall customer base, increased output per customer or representative, new sales, or any combination of the above. It can also come from mergers and acquisitions (Krasniqi and Desai, 2016). The growth of commercial banks can be measured by different factors which include, financial factors, Management factors and customer's factors (Azeret, 2018). Growth in this study is regarded as the continuous positive change in the commercial bank which involves an increase in number of customers and increase in loan portfolio.

2.3 Theoretical literature review

This study used the technological acceptance model (TAM) as a guidance theory since the study intends to understand how employees accept the use of technology. The study adopts diffusion of innovation theory as a supporting theory because the theory shows how well the customer of CRDB bank accepted the technology inverted by the bank and at what rate.

2.3.1 The Technology Acceptance Model (TAM)

Technology Acceptance Model (TAM) by Davis (1986) is based on the Theory of Reasoned Action. This theory established the model that deals mainly with the forecast of the suitability of an information system. The aim of this theory is to forecast the suitability of an instrument and identification of the changes which should be included in the system to make it accepted by the users. This model proposes that the acceptance of a digital information system is solely dependent on two major factors: apparent usefulness and apparent easy usage (Davis, 1986). Perceived usefulness can be termed as being the extent to which an individual believes that usage of a system fosters the performance. Perceived easy usage is the extent to which an individual believes that the operation of the system is useful (Davis, 1986).

Also according to Davis (1986) perceived ease of usage affects the approach of a person through two significant means: self-effectiveness and instrumentality. Self-effectiveness is a notion created by Bandura (1982) that explains that the more a system has easy usage; the better should be the user's sense of effectiveness. Moreover, an instrument that has ease of usage makes the user feel that they have control over the system (Davis *et al.*, 1986). This model is applicable to this study since the application of digital marketing is dependent on behavioural aim and the behavioural intention is dependent on the individual attitudes towards the introduction of the system and hence affects the adoption of an innovation. According to the theory proponent, the perceived importance of the various systems is key to its adoption for use. Hence, the theory was related to this research as it informs how the various digital marketing technologies have been adopted within the commercial banks. Understanding why people accept or reject computers has proven to be one of the most challenging issues in information systems (Swanson, 1988). User acceptance of technology has been an important field of study for over two decades now. Although many models have been proposed to explain and predict the use of a system, the TAM has been the only one, which has captured the most attention of the Information Systems community (AL-Quysi, 2020).

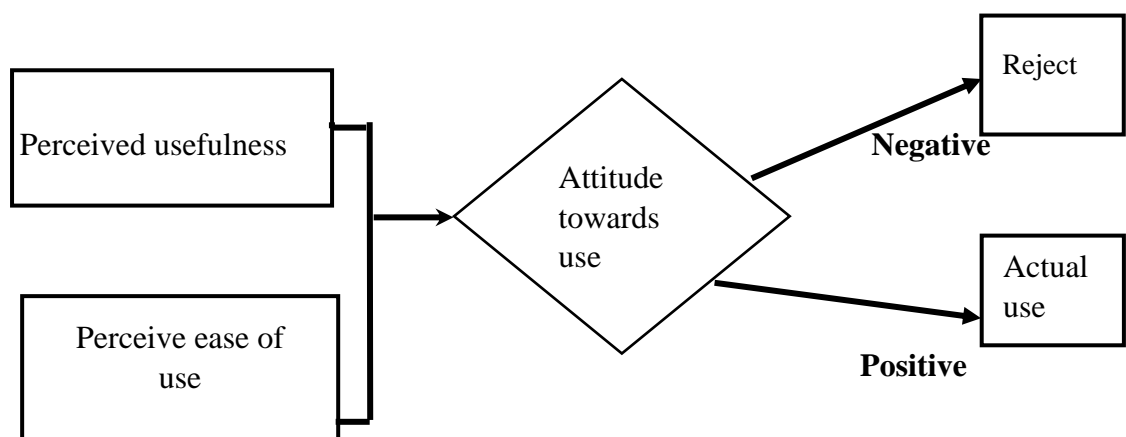


Figure 1: The conceptual technology acceptance model

Source: Adapted from Davis (1985)

The contribution of the Technological acceptance model (TAM) is to determine the acceptance, adoption, and utilisation of information technology. It is prevalent two constructs are used in TAM, perceived ease of use and perceived usefulness. The

TAM gained extensive popularity between the researchers and it is among the most effective models. However, it is employed to investigate and predict the users' Intention to use Information technology. Since technology acceptance in an academic environment is becoming well-known, what has resulted in, hubs of learning described as an online learning community. Initial theory devoted to IS, due to its great number of quotations, its permanence or due to it, was the earliest technology acceptance model considering wide-ranging experimental support. TAM offered a full logical network of the factors of users' Information. Also has made considerable hypotheses, contributed by identifying the factors of perceived usefulness in addition to perceived ease of use. The developer searches for the factors of perceived usefulness, initially, to enhance design the institutional involvement made up on acceptance of the user and then to anticipate the utilisation of innovations when they are provided in a professional situation". This model comprises more factors and particularly the factors that impact the perceived usefulness (Granic and Marangunic, 2019).

Criticisms of Technological Acceptance Model (TAM) it is Inadequacy emphasis of external factors: comprising variables as an example prior experience, facilitating conditions, or perceived enjoyment. Poor variance in investigative studies. The TAM may be criticised as being a non-complete model because it does not determine the factors that impact the perceived ease of use. In accordance with the research consequences of the complex models do not inevitably have better clarification ability. Therefore, since the TAM provides an extremely long and complicated model, it represents a constraint that could prevent its employment. TAM is dissimilar to other models as it does not measure success. In this study it is very important to understand how the commercial banks accept digital market technology used in their operations and how this technology influences the growth of banks in terms of customers and loan portfolio that make this study adopt TAM as a theoretical model (Ahmad, 2018).

2.3.2 Diffusion of Innovation Theory (DOI)

Diffusion of innovation theory by Rogers (1962) is the one of the oldest social science theories that originated in communication to explain how, over time an idea or product gains momentum and diffuses or spreads through a specific population or

social system, why and the rate at which new innovation is accepted. DOI sees innovation to be transferred through particular systems using certain channels. The members of the society are independently involved in the diffusion process which follows a common path of awareness, persuasion, deciding, implementing and confirming the result of the innovation. This model shows that adoption of technology takes a normal distribution curve over time.

The adoption process according to DOI theory is divided into 5 stages whereby some people are faster to adopt the innovation than others. Researchers have found that people who adopt an innovation early have different characteristics than people who adopt an innovation later. When promoting an innovation to a target population, it is important to understand the characteristics of the target population that will help or hinder adoption of the innovation. There are five established adopter categories, and while the majority of the general population tends to fall in the middle categories, it is still necessary to understand the characteristics of the target population. When promoting an innovation, there are different strategies used to appeal to the different adopter categories (Al Youbi and Yamin, 2021).

Innovators

According to Bhattacharjee and Sanford (2016), these include people who want to be the first to try the innovation. They are venturesome and interested in new ideas. These people are very willing to take risks, and are often the first to adapt new ideas. Very little, if anything, needs to be done to appeal to this population.

Early Adopters

These are people who represent opinion leaders. They enjoy leadership roles, and embrace change opportunities. They are already aware of the need to change and so are very comfortable adopting new ideas. Strategies to appeal to this population include how-to manuals and information sheets on implementation. They do not need information to convince them to change (Sherif *et al.*, 2016).

Early Majority

These people are rarely leaders, but they do adopt new ideas before the average person. That said, they typically need to see evidence that the innovation works before

they are willing to adopt it. Strategies to appeal to this population include success stories and evidence of the innovation's effectiveness (Yu-Jig Hu, 2019).

Late Majority

These people are sceptical of change, and will only adopt an innovation after it has been tried by the majority. Strategies to appeal to this population include information on how many other people have tried the innovation and have adopted it successfully (Lee, 2014).

Laggards

These people are bound by tradition and very conservative. They are very sceptical of change and are the hardest group to bring on board. Strategies to appeal to this population include statistics, fear appeals, and pressure from people in the other adopter groups (Davis, 2019).

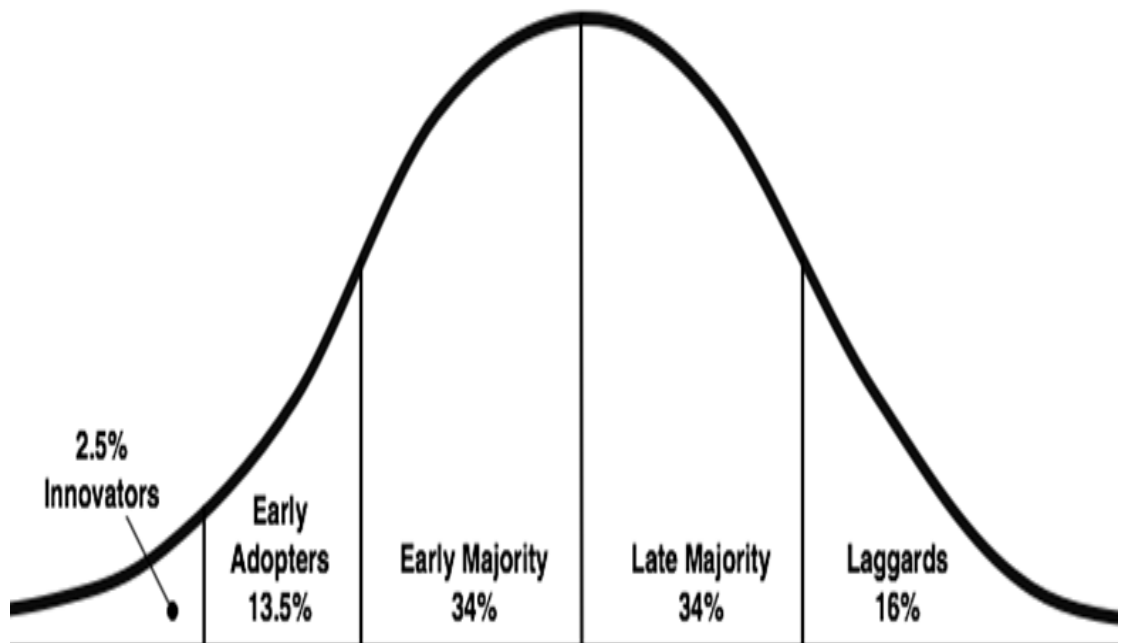


Figure 2: Diffusion of Innovation Theory (DOI)

The stages by which a person adopts an innovation, and whereby diffusion is accomplished, include awareness of the need for an innovation, decision to adopt (or reject) the innovation, initial use of the innovation to test it, and continued use of the innovation. There are five main factors that influence adoption of an innovation, and each of these factors is at play to a different extent in the five adopter categories. Relative Advantage - The degree to which an innovation is seen as better than the

idea, program, or product it replaces, Compatibility - How consistent the innovation is with the values, experiences, and needs of the potential adopters, Complexity - How difficult the innovation is to understand and/or use, Trialability - The extent to which the innovation can be tested or experimented with before a commitment to adopt is made, Observability - The extent to which the innovation provides tangible results (Alyoubi and Yamin,2021).

Main assumptions of diffusion of innovation theory. The Diffusion of Innovation Theory closely examines the process through which an emerging technology or innovation has to go through in order to have an impact on society and its population. According to Rogers, an emerging innovation needs to surpass five critical stages in order to be implemented by a larger audience: the innovations needs to have a relative advantage over the existing technology that it might replace, it needs to be compatible in order to fit into existing societal and/or technological mechanisms, it needs to be simple and intuitive enough in order to be used by a larger group of consumers, it needs to be easy to experiment with, and, finally, it has to be observable (Swasy, 2016).

Strengths of the diffusion of innovation theory lie in its applicability. A large volume of studies across multiple disciplines have utilised the theory as framework; it has yielded similar results across the board, from journalism studies to health communication, thus confirming the diffusion process. In his study, Swasy (2016) confirmed research into the adoption phase that journalists go through with the social network Twitter by displaying empirical evidence for the diffusion process of accepting the new technology. Despite being critical in the beginning, respondents that were identified as part of the second group of adopters, the early majority, had quickly adapted their attitude regarding the technology as soon as they identified the social networks' benefits. As a result, the majority of respondents adapted the technology and engaged with it. The experiment displayed the initial four of five steps that adopters go through when evaluating new technologies. As the study did not have a longitudinal design, the fifth step could not be taken into consideration.

Criticisms of diffusion of innovation theory; the first criticism is that the theory suggests that every innovation has distinct features which are measurable (Rogers, 1995). With more technologically complex innovations, it is increasingly harder to

determine all features and explain their impact. A second criticism is that within complex technologies diffusion arenas are not homogenous, but rather a form of institutional arrangements is at play which are constrained by technological and economical limits. Third criticism Lyytinen and Damsgaard (2001) criticised the bell-shaped diffusion curve of Rogers's theory: their research suggests that throughout their observations they had found that technologies diffuse in non-sequential phases, but rather in dyadic patterns. After examining difficulties with the explanatory power of the theory, it is crucial to explore the literature on the internal consistency.

Fourth criticism is that Theory is its internal consistency. Originally designed to examine mass communication, the media landscape has changed drastically over the course of the past sixty years. Lyytinen and Damsgaard (2001) suggest that today's new communication technologies changed the way interpersonal communication operates and blurred traditionally clear channels. The current fragmented media environment challenges the application of traditional mass media theories. As a consequence of the changing media playing field, it becomes increasingly difficult to propose a unified set of research approaches on media ecosystems (DeFleur, 1998). Further, scholars have identified and criticised the homogenous concept of the responder (Chang, 2010). Despite distinguishing between different types of adopters, Rogers did not differentiate between different target groups within the adopters but categorised them as unified groups. This creates problems with the theory's internal consistency, as this limitation could create instabilities within the related concepts and make false conclusions as to why certain innovations caught on and some did not, which in turn also affects its predictive power. Lastly, Diffusion theories can never account for all variables, and therefore might miss critical predictors of adoption. This variety of variables has also led to inconsistent results in research, reducing heuristic value.

2.4 Empirical literature review

2.4.1 Effect of search engine marketing (SEM) on the growth of commercial banks.

Abraham (2018) conducted a study on the factors influencing adoption of digital marketing in commercial banks operating in Tanzania. Specific objectives were examining factors influencing adoption of digital marketing, determining the

influence of individual factors on adoption of digital marketing, analysing the influences of organisational factors on adoption of digital marketing and determining the influence of social factors on adoption of digital marketing. The sample size of the study was 90 employees and 12 managers of selected commercial banks. Study revealed that employees agree that individual factors influence adoption of digital marketing and significance ($P < 0.05$). Also bank managers responded and agreed that organisation factors influence adoption of digital marketing and significance ($P < 0.05$). Moreover, the study found that bank managers and employees agree mostly that social factors influence adoption of digital marketing and significance ($P < 0.05$). Furthermore, the study found that bank managers and employees agree mostly that perceived ease of use and perceived usefulness were factors for adopting digital marketing significance ($P < 0.05$) and significance ($P < 0.05$). This study recommends that governments of Tanzania through the Bank of Tanzania should develop and provide appropriate national policy initiatives to encourage the presence of good technology infrastructure and to build trust in commercial banks to implement digital marketing.

The study by Low *et al.* (2020) aimed at understanding the principles and practices of sustainable digital marketing in the Malaysian property development industry by investigating the extent to which digital marketing has been adopted, the impediments to its adoption, and the strategies to improve digital capabilities for the local context. This study proposes a marketing technology acceptance model (MTAM) for digital marketing strategy and capability development. The model and hypothetical relationships of critical factors are tested using structural modelling, reliability, and validity techniques using a sample of 279 Malaysian property development sector representatives. A quantitative approach is adopted, using an online questionnaire tool to investigate the behaviour of respondents on the current digital marketing practices and capabilities of Malaysian property development companies. The results show that the sample property development companies are driven by the benefit of easily obtaining real-time customer information for creating and communicating value to customers more effectively through the company brand. Further strategies, such as creating real-time interactions, creating key performance indicators to measure digital marketing, personalization, and encouraging innovation in digital marketing are most preferred by local professionals. The results, based on real-time data and pertinent

strategies for improvement of the local property sector, are expected to pave the way for inducing sustainable digital marketing trends, enhancing capabilities, and uplifting the state of the property development sector in developing countries.

Study by Ali (2018) investigated the impact of online banking on the financial performance of commercial banks in Kenya. The study specifically focused on Barclays Bank of Kenya. To what extent does accessibility of Online Banking impact financial performance of Commercial banks in Kenya? To what extent does Online Banking Risk Management Strategies impact financial performance of Commercial banks in Kenya? To what extent has online banking impacted profitability of Commercial banks in Kenya? The study adopted a descriptive research design where financial performance of Barclays Bank of Kenya was analysed for the six-year period 2012-2017.

Furthermore, primary data was sourced from two branches of the Barclays Bank of Kenya that is, Moi Avenue Branch and the Queensway Branch. Regression analysis between independent variables and dependent variables was performed in order to explore the forms of relationships between the two variables. The results were presented in the form of tables and figures. Study findings revealed that online banking accessibility factors were positively correlated to financial performance. Regression results indicated that only 35.0% of the variation in return on assets (ROA) of commercial banks could be explained by the variations in accessibility of online banking. Furthermore, findings suggested that all financial performance parameters had positive correlations with online banking risk management strategies.

2.4.2 The influence of social media marketing on the growth of commercial banks.

Aluoch (2017) investigated the effect of social media marketing and business growth at commercial banks in Kenya to achieve this objective of the study a descriptive study technique was used, the target population included the workers in 43 commercial banks. The study used primary data which was collected using a semi structured questionnaire. Data was analysed using descriptive statistics, the study established that statistically significant relationship between business growths of commercial banks is the dependent variable and use of social media marketing independent variable. It further revealed that taking all other independent variables at

zero, a 1% increase on the use of social media marketing leads to improved business growth of commercial banks. Finally, the study established that better customer services, lower cost of customer service, improved efficiency of business operations and supporting product development and modification include some of the benefits of using social media marketing in commercial banks. The study therefore recommends that commercial banks should benchmark to borrow best practices, systems and techniques regarding customer relationship management to cut costs and improve on other capabilities. It also recommends further studies to be done on digital marketing and bank growth.

Fute *et al.* (2019) assesses the influence of digital marketing on performance of the banking industry, a case of Barclays Bank, Tanzania. The specific objectives were to determine the influence of social media marketing on the performance of the banking industry, to analyse whether the use of web solutions lead into the performance of the banking industry and to examine the usage of mobile phone marketing on the performance of the banking industry. This research employed descriptive research design because the nature of this study is to evaluate and describe the effect of digital marketing tools on performance of the banking industry. Simple Random Sampling was used to select respondents and questionnaires were developed and distributed to all members who were involved in the study. Data was collected using questionnaires distributed to a sample of 100 respondents. The data was analysed through multiple regressions by using Statistical Package for Social Science (SPSS) version 25 for windows. The results from the analysis revealed that social media provides customers with personalised, location-and time-sensitive information and increases brand awareness. Also, mobile phone marketing increases the level of ease of data handling and level of ease of reach-ability to clients. Moreover, study findings revealed that web solutions increase ability to quickly access information through use of search engines. The study recommends that Barclays bank should fully embrace digital marketing tools and services so as to have a competitive edge and improve service delivery to its customers.

2.4.2 Contribution of mobile apps marketing on the growth of commercial banks

Jalang'o (2015) examined the effects of digital advertising on the performance of commercial banks in Kenya. The research design employed in this study was a

descriptive and cross sectional survey design. The target population of this study was drawn from the marketing and communication department of all the 42 commercial banks in Kenya and included the marketing and communication staff (Managers and their assistants) of all the banks. The study used quantitative analysis to draw inferences and conclusions from the study. Looking at the extent digital marketing affected the performance measures, the study established that the banks market segment had improved over time under the use of digital advertising. The study also found out that digital advertising significantly affected commercial banks and is moving away from the traditional methods of doing financial transactions. The study further established that most commercial banks were shifting from the traditional advertising platforms such as newspapers, television radio and billboards to more digital marketing platforms such as website design/development for banks, email marketing for banks, display advertising for banks, use of mobile apps for banks, online advertising and social media. This was promoted by the need to interact more with customers; reduce the operational costs, increased technology change and the need to align their marketing with the bank's strategic plan. The study recommends that the management of commercial banks should increase their investment in digital platforms so as to be in a position to take full advantage of the digital advertising potential as well as increase the performance of commercial banks.

Olande (2017) investigated the impact of digital marketing on sales growth of Small and Medium Enterprises in Nairobi, Kenya, the study used a descriptive cross-sectional research design to allow analysis of SMEs in Nairobi at the same time. The target population was mainly from the top 100 SMEs for the last 5 years and it had a population of 699 SMEs. From this population a sample size of 255 SMEs was determined and randomly selected to answer the research objective. Primary data was collected using a questionnaire as the data collection instrument which was sent to either the SME owners or marketing heads. The responses were analysed through mean scores, Pearson's correlation test and Kruskalwall is test using SPSS v.21 software. The study results indicated that email marketing and social media marketing had significant impact on SMEs sales growth and to great extent. Mobile marketing, search engine Optimization (SEO) Marketing, pay per click (P.P.C) and Online marketing all had a significant effect on SMEs sales growth and to a moderate extent.

The study findings indicated that lack of digital media knowledge was the greatest challenge for SMEs in the adoption of digital marketing followed by lack of suitable digital marketing techniques and the lack of finances. The findings led to the conclusion that email marketing and social media marketing are important to improve SMEs sales while the other techniques (Mobile marketing SEO Marketing, P.P.C and online marketing) had little or moderate effect on sales. The study recommended that SMEs should be trained and sensitised on the available digital marketing techniques and how they are suitable for the businesses. Also recommended that proper policies should be made by the government that assist SMEs to adopt digital marketing. Finally, the study recommended that SMEs should be provided with funds in order to finance their digital marketing.

Nazaritehrani and Mashali (2020) analysed the effect of developing innovative channels of presenting bank services on banks' market share. The statistical population of this research was Shahr bank's central headquarter and its branches in Tehran, Iran. They developed questionnaires for gathering the data. The validity and reliability of the scales were tested by EFA, CFA, experts' opinion, and Cronbach's alpha. They used linear regression to assess the impact of innovative channels, including internet banking, automatic teller machines (ATMs), mobile banking, telephone banking (TB), and point of sales (POS) on banks' market share. The results indicated that some of these channels, including internet banking, POS, and TB, positively affect a bank's market share. The effect of two other platforms, including mobile banking and ATM development, on banks' market share was rejected. The findings of this study expand our understanding of how bank managers can improve their market share by developing innovative e-banking channels.

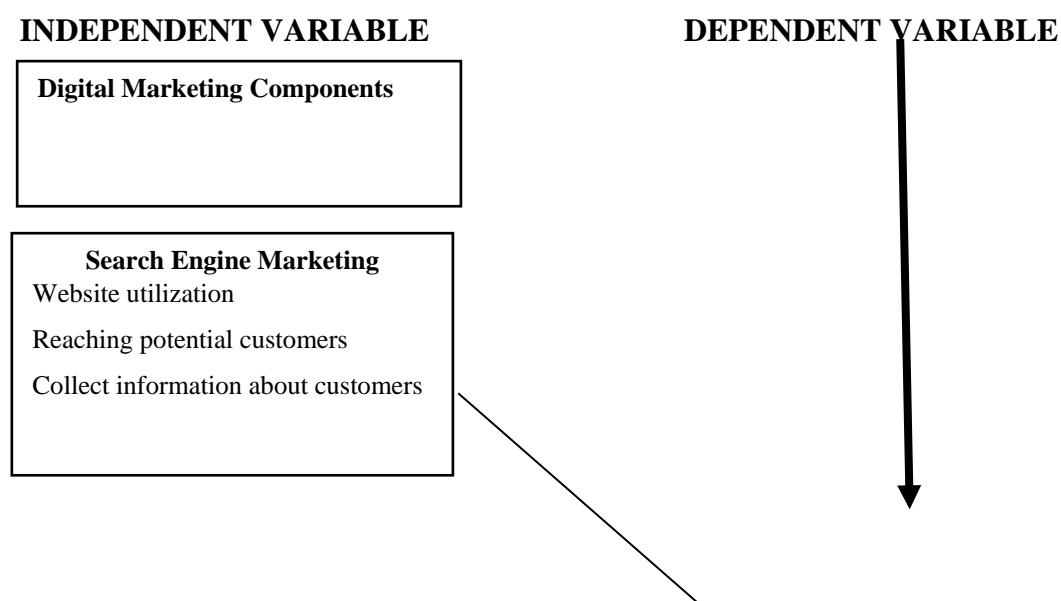
2.5 Research Gap.

Reviewed studies indicate a positive relationship between the digital marketing and business performance in different sectors like small and medium enterprises and property development industry respectively. But this study investigates the influence of digital marketing on the growth of commercial banks. Other studies reviewed were conducted on the effects of digital marketing and the performance of the banks in different parts of the world but few studies have undertaken the study in Tanzania, these studies had not revealed the influence of digital marketing on the growth of

banks in terms of numbers of customers and loan portfolio in Tanzania. Moreover, other studies have been conducted on the influence of digital marketing on the measurement of commercial banks growth using financial factors and management factors while very few studies have been conducted on customer's factor and loan portfolio which make the study to measure the growth of commercial banks using number of customers and loan portfolio. Studies on the influence of digital marketing on growth of banks is important in order to gauge the benefits and costs arising from heavy investments associated with digital installations. This study is undertaken to fill the knowledge gap by answering the question; how digital marketing influences the growth of commercial banks in Tanzania? A case of a CRDB bank in Moshi Municipality.

2.6 The Conceptual Framework

The conceptual framework presented on (figure 2) shows the diagrammatic representation of the interrelation between Independent and dependent variables. Independent Variable identifies digital marketing components such as Search engine marketing (SEM), Social media marketing and Mobile apps marketing and its relation to commercial banks growth (dependent variable). This study used technological acceptance model (TAM) as a guidance theory since the study intend to understand how employee accept the use of technology and the study adopt diffusion of innovation theory as a supporting theory because the theory show how well the customer of CRDB bank accepted the technology inverted by the bank and at what rate.



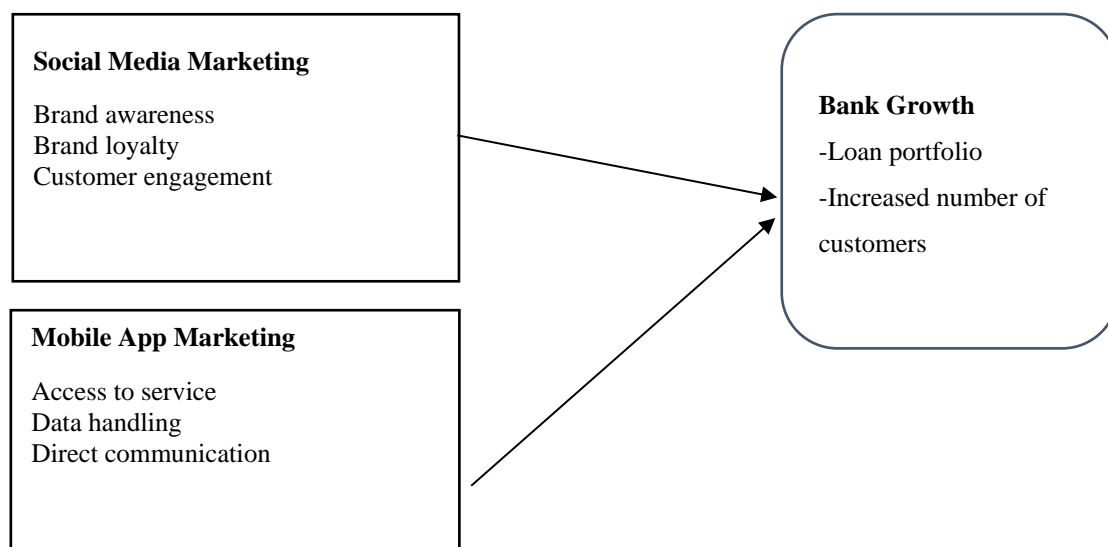


Figure 3: Conceptual framework

The conceptual framework is supported by theories such as the TAM and DIT, which help to explain and understand how digital marketing influences the growth of commercial banks. The TAM provides two main constructs namely; Perceived Usefulness (PU) and Perceived Ease of Use(PEOU). On other hand PU explains that user’s adoption of digital marketing due to the perception they have that using technology would enhance their work. These reasons range from peers, social network, enjoyment, image, incentive, training and management support. On other hand DIT states that users adopt digital marketing as a result of the ease in using it which comes from familiarity and ease of use. Therefore the integration of all these theories help to support the influence of digital marketing on the performance of commercial banks.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Research Designs

The study employed a cross-sectional survey design which allows data to be collected at a single point in time. The study employs cross sectional survey through distribution of data collection instruments to the targeted population so as to collect data at a single point in time. According to Mugenda and Mugenda (2003) a survey

has the strength of measurements being taken at a point in time and of creating room for exploratory and descriptive data which will be essential in understanding the moderating effects of competitive strategies on performance. The design was used because it entails collection of data on more than one area at a single point in time (Moser and Korstjens, 2018).

3.2 Geographical coverage

The study was carried out in CRDB Bank in Moshi municipality. Moshi is located in the Northern part of the Tanzania mainland. Moshi is a city with a high number of commercial banks and multiple economic activities such as tourism, agriculture, mining, and social business which promote financial transactions at high rate and influence people to be members of the commercial bank (Bank of Tanzania annual report, 2018). The selection of the bank is based on the fact that CRDB Bank is a largest and the most influential commercial bank in Tanzania and is in digital usage over years (CRDB Annual Report, 2020). It has grown to become the most innovative and preferred financial services partner in the region (CRDB Annual Report, 2019). Also, in 2011, CRDB Bank become the first local bank to introduce to the market first mobile bank solution "Sim Banking" giving its customer ability to access service wherever they are through their mobile phones (CRDB Annual Report, 2020). Despite of all changes made by CRDB bank still adaptability to the needs of the consumer remains critical, such as attracting the unbanked and even retain the banking population.

3.3 Population

This study targeted the employees of CRDB Bank branches in Moshi municipality. The Moshi branch had 42 employees, 32 employees at Mbuyuni branch and 26 employees for the KCMC branch, which gives a total of 100 employees (CRDB Bank Supervision Report, 2021). This total population led to the use of Census as the numbers of employees were few. According to Mugenda and Mugenda (2003) it needs to be emphasised that when the universe is a small one, it is no use resorting to a sample survey so Census is convenient. The study use employees as the targeted population because Digital marketing as a modern marketing communication tool that use different electronic devices and technologies to carry marketing messages to customers more effectively and efficiently are used by the employee who serve the

customers, so it is essential to know their opinions since these employees know how it help the bank growth or how it help the bank reach their targeted goals.

3.4 Data and Data collection

3.4.1 Types of Data

This study collected data related to demographic features of respondents, such as age, gender, working experience, education level, and usage of digital marketing platforms. The study gathered data describing the influence of Search engines, mobile apps and social media on bank growth.

3.4.2 Sources of Data

Primary and secondary data were collected whereby primary data were obtained direct from the respondents (employees of CRDB bank in Moshi Municipality), Secondary data were obtained from CRDB annual report 2019 and CRDB Bank supervision report 2021

3.5 Data Collection Techniques

3.5.1 Survey method

Survey technique was used in this study because it is an efficient way of gathering a large amount of data which provides a broad perspective. It was carried out by administering copies of questionnaires with both open and closed ends. The questionnaire (see appendix 1) was used because it helps to collect a large amount of data from a large number of people in a short period of time. Also with this technique it is easier to find statistically significant results than other data gathering methods (Sajilan and Tehseen, 2019). This was done by distributing the questionnaires to the CRDB bank employees.

3.5.2 Interview

The study employed an interview method. (See Appendix 2). The interview involved the 3 branch managers of CRDB banks as a key informant since they are more

knowledgeable and have more information about digital marketing and bank growth and 10 customers who were found on the field during data collection were randomly selected. The study used the customers because they are the ones who are using the digital marketing platforms so it is easy for them to state how it is useful for them and what are the reasons for them to use it and at what rate are they using it. The study

used a semi-structured interview tool because of obtaining in-depth information that would not be obtained through other methods of data collection. Also, the semi-structured interview tool was more flexible with a high response rate compare to other methods of data collection (Ganiet *al.*, 2020)

3.6 Reliability and validity

3.6.1 Reliability of data

To determine the reliability of the instruments, the study conducted a pilot study and analysed data using Cronbach's alpha which is a coefficient of reliability. According to Zinbarg, (2005), “Cronbach’s alpha is a coefficient of reliability that gives an unbiased estimate of data generalizability. In this study obtained data was reliable since data obtained from all independent variables (search engine optimization, social media, and bank growth) had a value ranging between 0.762 to 0.874 for all variables and this was above 0.75 as commented”. According to Zinbarg (2005) “if Cronbach's alpha coefficient is higher than 0.75 indicates that the gathered data had relatively high internal consistency and could be generalised to reflect opinions of all respondents in the target population”. Therefore, in this study the data were found reliable as shown in Table 1.

Table 1: Reliability test

Variables	Cronbach’s Alpha	Comment
Search engine	0.762	Reliable
Social media	0.874	Reliable
Mobile apps	0.859	Reliable
Bank growth (increase of customers and loans portfolio)	0.705	Reliable

3.6.2 Data validity

According to Yin, (1994) “a researcher’s bias or subjective judgement in the data collection process may lead to conclusion of any study. Accordingly, the researcher must provide supporting evidence that a measuring instrument does in fact measure what it appears to measure”. Prior to the main survey, a pilot study was conducted whereby questions in the questionnaire were validated and the questionnaire was adapted based on the pilot study. Aina (2002) and Bell (2010) highlighted that a “pilot study should be done to a group similar to the one that will form the population of your study. The rationale for the pilot study was to identify the weaknesses of the instruments and make corrections before being employed in the study” (Bell, 2010).

In this study a validity issue was undertaken by conducting a pilot study whereby all weaknesses such as unclear questions were taken care of and another pilot was conducted to verify the quality of the tools. At first pilot study was conducted at different banks, especially NMB and NBC in Moshi Municipality city, to test if data collection tools (questionnaires and checklists) addressed research problems.

Secondly, a pilot was conducted with similar banks like CRDB bank to see if the tools addressed previous weaknesses prior to actual data collection and it was found that all weaknesses were clearly addressed. Also researchers adhere to comments and consultation with a supervisor and other researcher experts to ensure a good quality of research instruments prior to a field work data collection.

3.7 Data Analysis

Descriptive statistics was used with SPSS to analyse data concerning socio-economic characteristics of respondents by using parameters such as mean, frequency distribution, percentages and standard deviation. Further relationships between the variables were performed using version 25 of the Statistical Package for Social Sciences (SPSS) programs, through which cross-tabulations and correlations between and among appropriate factors were performed to allow further interpretation of the information.

Multiple linear regression analysis was carried out for the study variables to determine the relationships between the independent variables of the study (Search Engine, Social Media and Mobile App) and the dependent variable bank growth (loan portfolio and increase number of customers). According to Mugenda and Mugenda (2003) multiple regression analysis attempts to determine whether a group of variables together predict a given dependent variable and in this way, attempt to increase the accuracy of the estimate. The reason for applying multiple regression model allow a study to assess the strengths of available determined variables as an outcome and predictor variables to show the importance of each of the predictors to the relationship as shown in the conceptual framework since multiple regression analysis is used when the study wants to predict the value of a variable based on the value of another variable, simply regression analysis was done to understand by how much each independent variable explains the dependent variable. The multiple

regression models for this study were the linear model because the aim was to test the linear relationship of the variables from the beginning.

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + e \dots \dots \dots (1)$$

Where

Y Growth of commercial bank in terms of loan portfolio and increase in number of profitable customers

X₁ SE

X₂ SM

X₃ MA

β₀ Constant

e=Stochastic term (error)

Where;

SE=Search Engine

SM=Social media

MA=Mobile Apps

β₁, β₂, and β₃ represent units change in the dependent variable as a result of a unit change in the respective independent variable and it is the proportion of positive effect. The test for significance of coefficient of multiple correlations was determined by use of F-test. This test checked the significance of the whole regression model with the prediction that all the independent variables had effects on the dependent variable.

3.8 Ethical Considerations

The ethical consideration during conducting the research work was recognized as a very important aspect. This is because it enabled the production of the quality research report. In order to ensure ethical issues were considered in the study as recommended by (MoCU, 2020) the study did the following: the study informed all respondents about the purpose of the study and assured them confidentiality of collected information. The study assured the participants to be free from any physical or psychological harm when participating in the research process. The study observed a high degree of respect to all respondents by asking their consent and willingness in responding to questions. Furthermore, the study observed research guidelines and

postgraduate guidelines. The study obtained data collection permits from MoCU, Regional Administrative Secretaries for Kilimanjaro region

CHAPTER FOUR

4.0 FINDINGS AND DISCUSSION

4.1. Introduction

This chapter consists of data presentation, interpretation and discussion of the findings. This chapter is divided into three main parts. The first section presents the demographic information of employees from CRDB bank, the second part presents descriptive statistics of the sample characteristics and the study variables, the third part analyses and presents regression analysis that provides the conclusion of the relationship between independent and dependent variables.

4.2 Response Rate

The targeted populations in this study were employees at the CRDB Bank. A total of 100 copies of questionnaires were administered to the employees from the three selected branches but only 78 copies of questionnaires were returned. This gave a response rate of 60.8% meaning 60.8% of the entire copies of questionnaire was returned while 39.1% were not returned as shown in Table 2. It implies that data were adequate to be used since they were collected from more than 50% of the expected sample size (Mugenda and Mugenda, 2012).

Table 2: Response rate

Bank Branches	Actual		Expected	
	Frequency	Percent (%)	Frequency	Percent (%)
Moshi Branch	33	25.7	42	42.0
KCMC Branch	20	15.6	26	26.0
Mbuyuni Branch	25	19.5	32	32.0
Total	78			100.0
Response rate			100	60.8

4.3 Demographic characteristics of respondents

This section reflects the general background information of the surveyed respondents. The unit of analysis of this study were the employees of the CRDB Bank. It was necessary to assess a characteristic of the respondents because they evaluate critical features regarding the CRDB Bank. Also the demographic characteristic has a direct and indirect effect on the use of digital marketing and growth of the commercial bank. In this study a set of personal characteristics namely, gender, age, education and working experience have been examined and presented in this section.

Table 3: Demographics characteristics of the respondents

Variables	Categories	Frequency	Percentages
Gender	Female	35	44.9
	Male	43	55.1
Working experience	0 to 4 years	11	14.0

	5-10 years	33	42.0
	10-15 years	18	23.0
	15-25 years	16	21.0
	Above 25 years	0	0.0
Age	21-30 years	16	21.1
	31-45 years	54	68.8
	46-60 years	8	10.2
Education	Secondary education	6	7.7
	Certificate	10	12.8
	Diploma qualification	25	32.1
	Bachelor degree and above	37	47.5

4.3.1 Gender

Gender is socially constructed roles and relationships between men and women, thus, respondents in this study included both males and females as shown in table 3. It was revealed that 55.1% were male and 44.9% were female. This indicates that in CRDB Bank the number of employees was dominated by male. According to different studies including TMWA (2011) clearly the majority of the males are the ones who take higher positions in formal business sectors. In that regard, getting a higher number of males than females has just shown a true representation of the sample and it does not affect the collected data. The study had to analyse the gender of the respondents to see the equality of gender balance in the bank sector and digital marketing in general since the engagement of females in using digital marketing is different from male. Female prefer mostly the use of social media platform as a means of communication while male prefer much the use of websites as mean of communication (Ratten and Rashid,2021)

4.3.2 Working experiences

The study also examined the respondents' working experience. It was done by questioning the number of years the respondents have been working in CRDB bank. Table 3 indicates that 14% of the respondents had 0-4 years' experience, 42% had 5-10 years working experience, 23%, and 21 % of respondents had more than 10 years of working experience. The working experience was determined to ascertain the level of knowledge and understanding of digital marketing concepts. Therefore, the finding confirms 64% of the respondents had above 5 years of working experience thus could provide essential information regarding the usability of the digital marketing platforms. Paarlberg (2010) argued that experience of employees in working within commercial banks helps effectively the business performance.

4.3.3 Age of respondents

The findings from table 3 indicate 21-30 years was 21.1%, and 31-45 years was 68.8% and lastly 46-60 years was 10.2%. A majority of the respondents were between the ages of 31 to 45 years. This implies that CRDB Bank possesses a large number of youths and middle aged rather than the other groups. The results agree with Mutoni (2018) who pointed out that age initiatives recruit employees across many financial activities, including planning for bank performance, compliance of bank operation, risk management, and marketing of financial services of the banks. However, to build long-term performance of any financial institution, age must engage across the services and learn about community needs and initiatives that serve all ages. Nelson (2021) assessed that customers have shown a lot of interest in the digitalization of banking activities. Moreover, the report shows that the younger generation is really satisfied with the digitalization of banking services as it gives them a lot of flexibility in carrying out banking activities.

4.3.4 Level of education

The study considered the level of education among the CRDB employees since it is normally believed that a high level of education enables employees as well as management to be capable and properly understand their responsibilities. Table 3 indicate that 7.7% of respondents had secondary education, 12.8% had certificate educations, 32.1% of the respondents have diploma qualification, 47.5% of respondents had a bachelor degree and above, this means that most employees were holder of the bachelor degree, and they have enough expertise in the field, making it easy for them to handle their obligations effectively and to become competent while conducting their activities. The results means the level of education for this study was essential to determine familiarity, knowledge and understanding of the study which imply that the respondents had the necessary knowledge to understand and respond to the questionnaire on different aspects of digital marketing.

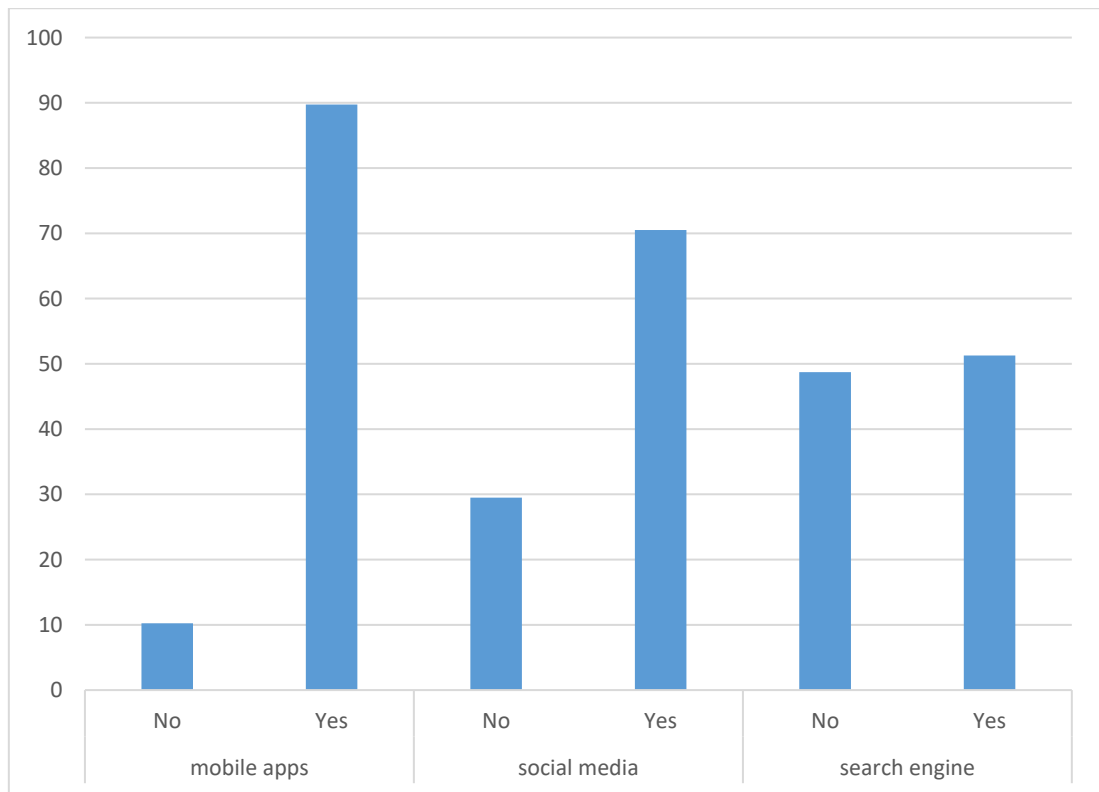
This in general implies that indeed all the respondents were knowledgeable enough to understand the drivers and dynamics of digital marketing. These results concur with observations by Hill *et al.* (2018) asserting that “education is one of the social factors that have motivated the Arab individuals towards adopting IT. They have also found

that the education level is an important factor that has an impact on organisational behaviour, especially in terms of adopting new technology.

4.4 Usage of digital marketing Platform

Respondents'(employees) were asked to pick the usage of digital marketing platforms. The finding showed that a high number of respondents depicted yes for the usage of Mobile banking app 89.75% while 10.25% selected No.About70.5% picked yes on the usage of social media and 29.5% selected No. Lastly the information for search engine usage was 51.28% for yes and 48.72% for No. This result implies that the CRDB bank practices highly the usage of digital marketing platforms. Kumar *et al.*, (2017) digital marketing comes from using an electronic device (smartphones, computer, and tablets, game consoles) to reach customers.

In other words, digital marketing means using one or more digital channels like Google Advertisement; Facebook; Instagram; Blogger; Tweeter; and E-mail to promote a product or a brand. Therefore, CRDB Bank used Google Ad; Mobile banking apps and social Media for marketing their financial services to their clients as a channel of reaching and improving the performance. These findings correspond with the information collected from customers who asserted that they use different platforms to access bank services. The results agree with Mutoni (2018) shows the perception of respondents when banks started using digital marketing platforms, where 62.0% of respondents recognized when banks started using digital marketing platforms and 25.0% of respondents, they did not know when this bank started using digital marketing platforms. Zero rate in banks confirmed that they are not sure when their bank started using digital marketing platforms while 13.0% of respondents said that they were not sure about when their bank started using digital marketing platforms.



Source; field data

Figure 4: Digital marketing platforms

This result was also supported by the responses obtained from the interview whereby customers from the selected Bank Branch were required to respond if they know that the bank is using digital marketing platforms. It was found that:

“.... As customers of CRDB, we are aware of the use of digital use and it helps the bank to perform better and we know when CRDB started using digital marketing platforms” (CRDB Bank Customers, 2021)

The results imply that customers know and keep tracking on what is happening and are introduced with their bank. Customer’s knowledge on mobile app, social medial, search engine show that, digital marketing is very important and contribute to the performance of the banks

4.5 The impact of Search engine marketing on bank growth

The study asked respondents to identify the influence of search engine marketing on bank growth. Various statements were presented on a Likert scale where respondents were asked to state their level of Agreement or Disagreement on a scale of 1 to 5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The

assertions ‘strongly disagree’ and ‘disagree’ were assigned a mean of 1.0 to 2.5, to represent not agreeing. The assertion ‘Neutral’ was assigned the mean of 2.6 to 3.4, and it identified neutrality. While the assertion ‘agree and strongly agree’ were given the mean of 3.5 to 5.0 to indicate agreed upon. Table 4 shows the result in terms of mean and standard deviation. Findings indicated that Search engine practices were highly practised with an almost similar mean score of above 4.00.

Table 4: Descriptive statistics for Search engine

	N	Mean	Std. Deviation	Rank
Our organisation utilises the usage of search engine	78	4.68	0.704	1
There is frequent usage of search engines in reaching potential customers	78	4.67	0.659	2
We use platforms in collecting information about our customers	78	4.62	0.687	3
Effective customer feedback and complement we have increased the number of loan applicants using our websites	78	4.60	0.721	4
We have attracted more customers using our website	78	4.59	0.676	5
				6

The finding depicted that organisation utilises the usage of search engines with Mean of 4.68 which indicate that the employee agrees that they are using the search engine to a greater extent and this indicates that the employee is using the search engine. This study was related to the study by (Cheffy and Smith, 2017) who stated that search engines are very useful means of communicating with the customer and when it is fully utilised then a company or financial institution will minimise the marketing cost and improve communication with customers.

Also the study found that CRDB banks are frequently using search engines in reaching potential customers with Mean of 4.67 which indicates that the bank is using the search engine to a great extent and they are using the website to communicate with the customer since the bank website is like the head office of the bank. According to the CRDB bank report (2020) it was identified that the bank is focusing on becoming digital oriented by reaching a lot of customers through use of the search engine and specifically the use of the website. This finding also was supported by the study of Jalang’o (2015) who found that the bank in Kenya are frequently using the search engine to communicate with the customer since this is what customer frequently use when they want to reach the bank and search engine make it easy for the bank to reach a lot of customers at a short period of time.

The study also found that CRDB banks use search engines as a platform in collecting information about their customers with Mean of 4.62 which indicates that the employees agree that they are using those platforms to access information of the customers. This was supported by the study done by Jones (2017) who identify that a business or company should use the website as a means of providing and accessing the information from their customer since the website are believed to be an easy means of communication and a trusted a digital platform that can be used as a means of communication between customers and the banks that why a lot of customers are using it since it act as a main office for the company and customer do have believe and trust in it.

The study found that CRDB bank do have the customer data integration system among internal function department with Mean of 4.60 which indicate that the bank is using the technology system to integrate the information within the department and this is what make the bank have the best ways to communicate with the customers need among the employee in the organisation. This finding was supported by the study Krum (2018) by who identified that the ways toward understanding and meeting the customer expectation is through a proper way of communication, the customer's information within the organisation and the best way is for the bank to use technology to communicate among the members of the bank.

Also the study found that the bank increase in number of loan portfolio using the websites with Mean of 4.59 which means that CRDB bank has increase number of loan portfolio and access of the loan by using the bank website, this also was because of the fact that the bank is using the website frequently in communicating to the customer about the product and the loan and the way to which customers can access information about the bank loan. According to the CRDB bank Annual report (2019) the number of loan portfolios has increased for the enterprise's customer, corporate and SMEs customers of which they access at a high rate. This indicates that the bank assets, the customers and the bank have the plan on ensuring that the number of loan portfolios increase each day and this is through the use of different technological means of communication with their customers.

The study also found that the bank agreed that the bank has attracted more customers using websites with a Mean of 4.38. this means that customer of the bank is highly

motivated using the bank website due to different reason and this help much the bank on the increase number of customer and this is also mean the grow of the bank since they increase the bank capacity of reaching a lot of customers through the use of website. This study was supported by the study by Abraham (2018) and Krum (2018) who agree that for a bank to increase the number of customers it is very important for the bank to put much effort on the use of a website to communicate with the customer.

The findings show that CRDB Bank has encouragement of creativity and innovation in a great extent through responsive search engine which help the bank to development of consistent brand images of the bank, that level of ease of responsiveness through the website, that level of adequacy of information shared is high and that all times connectivity through website enhance performance of the bank greatly and help the customer to have the ability to quickly access information through use of search engines. This finding is supported by Ngwa, (2021) who said that digital marketing is advantageous in that it is cost efficient as many websites can even generate traffic for free. Companies marketing online can provide rich and unlimited content with the 18 possibilities of changing or adding content any time they want. Companies can easily change their contents based on users' feedback.

This result was also supported by the responses obtained from the interview whereby customers from the selected Bank Branch were required to respond if they are using any search engine (website) and what kind of information they are looking for? It was

“...found that 4 out of 10 customers confirmed that they are not using the website while 6 of them are using the website. But also out of the 6, 4 of them are using the website to look for information about meetings, seminars and opportunities from CRDB Bank and 2 out of 6 are using the website for communicating with the bank....” (CRDB Bank customers, 2021)

This is a good indicator that customers know and they are using the search engine and most of the customers are using the website as a means of communicating and searching for the information. So if the bank uses the website well and provides all the information on the website it may attract customers to use the product or service they are introducing. Also the descriptive was supported by the interview done to the key informants who are the branch manager of Moshi branch who were asked. Your

bank is using the search engine or the website to communicate with your customers and how does the use of the search engine help the bank to grow in terms of loan portfolio and increase number of customers, the response was:

“It is true that the bank is using the search engine and the use of the search engine help positively the bank since now the bank reaches the customers from different place and is not necessary the customers to come to the branch and where is necessary the customers can come to the bank just for the confirmation but all the information the customer can access in the bank website easily” (Key Informant Interview, CRDB Manager, 2021)

4.6 The use of social media in the commercial banks

The impact of social media on banking growth was the second objective of this study. The study asked respondents to indicate their level of agreement in the application of social media practices where seven practices were listed and presented on a Likert scale where respondents were asked to state their level of Agreement or Disagreement on a scale of 1 to 5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The assertions ‘strongly disagree’ and ‘disagree’ were assigned a mean of 1.0 to 2.5, to represent not agreeing. The assertion ‘Neutral’ was assigned the mean of 2.6 to 3.4, and it identified neutrality. While the assertion ‘agree and strongly agree’ were given the mean of 3.5 to 5.0 to indicate agreed upon. Table 6 shows the result in terms of mean and standard deviation. The finding implied that social media practices were highly practised with a fairly similar mean score.

Table 5: Descriptive Statistics for the Social Media practices

	N	Mean	Std. Deviation	Rank
We maintain very close contact with our key customers using social media	78	4.72	0.498	1
We use a Customer follow up and feedback system to improve our services using social media	78	4.59	0.574	2
There is a concrete communication network with key customers through social media	78	4.54	0.681	3
We share loan information with our key customers using social media	78	4.51	0.682	4
There is a Facebook, Instagram account for our customers to access information	78	4.40	0.749	5
Point of Sale information of customers is shared within our organisation through social media platforms.	78	4.11	0.973	6
We share the status of our bank to our customers through social media	78	3.62	1.281	7

The finding in table 5 indicates that close contact with key customers using social media was maintained and was the leading practice with Mean of 4.72 which indicate that the bank is using social media to communicate with the customers and maintain their customers to the large extent since customer is the heart of the bank. This study was supported by the CRDB annual report (2019) the report stated that the bank is focusing on ensuring that the bank becomes digital oriented and specifically becomes available in all social media platforms and uses all the social media to communicate with the customers.

The study also found that CRDB bank use Customer follow up and feedback system to improve banking services using social media with Mean of 4.59 which indicate that the bank is using the social media to understand much about the customers and customer's information especially the information about the customer complain so that they can solve and improve the services to satisfy them. CRDB bank should follow up on the social media platforms since customers are now using the social media platforms to talk about the good or bad quality of the service and other people use the same platforms to assess the bank by looking at other people's comments or word of mouth.

The study was supported by the study conducted by Trusov (2017) who state that the company or organisation need to know and understand what customers are talking about the company product and the services, so to do the follow-up is very important but mostly in the social media platforms since people listen other people information about the service than the information from the company.

The finding in table 5 show that CRDB bank have the availability of concrete communication network with key customers through social media with Mean of 4.54 this indicate that the bank use social media to communicate with the customers since customers now are communicating much on the social media platforms and when the bank is using the social media platform will ensure good communication among the bank and the customers. This finding was supported by the study by Ali (2018) who stated that a bank that understands the change of technology and its impact in the business will help the bank increase the number of customers since the bank will always be where the customers are.

The study reveal that CRDB Bank sharing loan information with key customers using social media with Mean of 4.51 this indicate that the social media platform is also used by the bank to communicate with the customers about the loan provided by the bank, when the bank communicates with the customers about the type of loan, loan terms and

condition and interest rate this may motivate customers to be attracted to access loan. The findings in table 5 identify that CRDB bank had the Facebook, Instagram account for customers to access information and share the status of the bank to customers through social media with Mean of 4.11 and Mean of 3.62 respectively. This means that CRDB bank is using these social media platforms to communicate with the customers since these customers are available in these social media platforms. The study was supported by the finding from the study done by Aluoch (2017) who investigated the effect of social media marketing and business growth at commercial banks in Kenya revealed that use of social media marketing leads to improved business growth of commercial banks. The study therefore recommends that commercial banks should benchmark to borrow best practices, systems and techniques regarding customer relationship management to cut costs and improve good relationships with the customer on the social media accounts.

From the findings in table 5, study found that social media increases frequency of interaction with customers' access to information and follow up to a very great extent. These results are related with Trusov (2017) who says that social media instruments such as chat rooms, blogs, and social networking sites such as Facebook, twitter, Instagram and LinkedIn have offered effective methods to reach their target customers. So commercial banks such as CRDB bank are trying to keep up with technological development by having their brand flow with this development. CRDB Banks can now offer fresh possibilities for sharing its content and presenting the voice and character of its brand through social media profiles. By posting convincing material that adds value to the target audience of the Bank, CRDB Bank is able to make its brand more available and familiar to new clients and new investors.

This result was also supported by the responses obtained from the interview whereby customers from the CRDB Bank were required to respond if they are using any social network to communicate with the bank and does it influence them to be customers?

“... However, some of the customers 9 out of 10 customer’s respondents confirmed that they are using social media and they know the bank social media account and 6 out of 9 they are using twitter, instagram and Facebook. They also agree that they love using these social media networks. But 5 out of 6 respondent state that they become customer of CRDB Bank after finding the information about the service and loan offers in the social media” (Key Informant Interview, CRDB customer, 2021)

This is a good indicator that customers know that CRDB bank is on social media but also social media motivates potential customers to be the customer and those who are customers to remain loyal. Also the finding was supported by the interview done to the CRDB branch manager who was required to respond if the use of social media in the bank has a positive impact on growth in terms of number of customers and loan portfolio. It was found that:

“...CRDB Bank have one account in the each social media platforms and this account is used by different kind of customers all over Tanzania and this make it easy for the bank to communicate with customer through the social media this not only lead to the increase number of customers in the bank but also increase number of loans provided by the bank since now customers are able to communicate to the bank about loan without reaching the physical office so it save time .we can say that our bank are now have about 3.3million customers and this is because we are the bank that listen to the customer and we are in every social media so that we can listen to our customers...” (Key Informant Interview, CRDB Bank Branch Manager, 2021)

4.7 The contribution of mobile app marketing on bank growth

The objective of the study was to establish the contribution of mobile app marketing on bank growth. Respondents were asked to indicate their level of agreement in the application of mobile banking app where five practices were listed and presented on a Likert scale where respondents were asked to state their level of Agreement or Disagreement on a scale of 1 to 5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The assertions ‘strongly disagree’ and ‘disagree’ were assigned a mean of 1.0 to 2.5, to represent not agreeing. The assertion ‘Neutral’ was assigned the mean of 2.6 to 3.4, and it identified neutrality. While the assertion ‘agree

and strongly agree' were given the mean of 3.5 to 5.0 to indicate agreed upon. Table 6 shows the result in terms of mean and standard deviation. Digital marketing gives viewers or customers a chance to share information about the content of products and services to others and Digital marketing has helped to ease engagement for customers as they can now engage with companies' various activities such as reading information about products and services, make purchases online and they can also give feedback (American express, 2021).

Findings in Table 6 below indicate that the bank makes use of an advanced mobile banking app system to attract new customers with a mean of 4.53. this indicate that the bank is using the mobile banking apps to attract new customer since customers are in digital era but also customer now have shortage of time so they need a bank that can serve then 24/7 and fast that why the bank is getting new customers because this mobile banking app helps a lot to reach those new customers. This finding was supported by the CRDB annual report (2019) where the bank overall goal is to have a robust online and mobile bank platform by 86% and this will enable the bank to reach more customers in different geographical areas.

Findings in table 6 indicate that the Bank applies banking app technology to enable the processing of loan transactions with a mean of 4.53. This indicates that the bank is using this mobile app to enable the processing of the loan since this mobile app gives room for each customer of CRDB bank to process the loan transaction to the bank.

Findings in Table 6 indicate that Organization activities within and outside the organisation are connected with the mobile banking app with a mean of 4.04. This finding indicates that the employees of CRDB bank agree that the bank is using the mobile banking app to connect with the customers and the connection with customers motivate customers to remain loyal to the bank and at some point the bank is able to provide personalised service to the customers. This finding was related with Sampaio *et al.* (2017) who found that a mobile banking app is easy to use and it helps customers feel safe and easy to communicate with the customer and helps the bank to keep track and records about the customers.

Finding in table 6 shows that through mobile banking apps, CRDB Bank Synchronisation of information has facilitated similar information with our customers with a mean of 3.63. the finding indicate that employee agree that the use of mobile

banking app enable easy flow of information between the bank and customers since the mobile banking app is like the general profile of the bank at which the bank can have all the important information of the customers and the customer can have all the information about the bank and this made the easy communication among them.

Finding in table 6 below shows that there is a mobile banking app that connects the

bank and our customers so easily which attracts many customers with a mean of 3.62. This finding indicates that the bank uses the mobile banking app to help the bank to communicate with customers more easily. This finding relate to the findings by who Munoz-Leiva *et al.*, (2017) stated that between customer and the bank what make them close is communication so if the bank is able to communicate well with the customers then that bank will have high rate of customer and those existing customer may in turn become loyal customers of the bank.

The study findings showed that frequency of use of mobile phones for business transactions is very highly practised at CRDB. The usage of a mobile app known as “Sim-Banking” is one of the digital marketing techniques which is highly practised at CRDB. This finding supported the findings of Krum (2018) who stated that mobile marketing has four unique benefits: customization, portability, interactivity, and persistence. The research also discovered that level of information processing ease, level of customer accessibility ease, and cost savings through the use of mobile banking.

Table 6: Descriptive Statistics of the contribution of Mobile banking apps.

	N	Mean	Std. Deviation	Rank
We make use of an advanced mobile banking app system to attract new customers	78	4.53	0.783	1
We apply banking app technology to enable the processing of loan transactions	78	4.53	0.633	2
Organisation activities within and outside the organisation are connected with the mobile banking app	78	4.04	0.988	3
Synchronisation of information has facilitated similar information with our customers	78	3.63	1.194	4
The mobile banking app connect the bank and customers so easily which attract many customers	78	3.62	1.219	5

This result was also supported by the responses obtained from the interview whereby customers from the selected Branch were required to respond if they are using a mobile banking app (Sim banking) and if that app influenced them to access loans?

“The response was 9 out of 10 customers confirmed that they are using the mobile apps and 6 out of 9 they become customers of the CRDB bank because of the mobile banking apps and also it motivates more customers to become CRDB bank customers since they can do financial transactions 24/7 without any problem.” (Key Informant Interview, CRDB bank customers, 2021)

This is a good indicator that customers know that CRDB bank has a mobile app and most of the customer’s love using that app, especially businessmen since it is easy for them to do transactions 24/7 a day. This result was also supported by the responses obtained from the interview whereby a CRDB Bank manager from the selected Branch was required to respond if the mobile banking app used by the bank had the benefit to the bank in terms of increasing the number of customers and loan portfolio in the bank. It was found

“... CRDB Bank has the mobile bank app known as SimBanking visa which is a service available to any CRDB Bank account holder. SimBanking visa allows the customer to pay for the product or service transfer money to any Visa cardholder worldwide as well as deposit and withdraw from any Mvisa agent all over the world. SimBanking has a feature called “scan to pay” that allows for a very simplified payment method through quick response (QR Code) technology. Payment with SimBanking is easy and safe and the availability of this in our bank enables the bank to increase the number of customers by 67% in the past 3 years...” (Key Informant Interview, CRDB Bank branch manager, 2021)

4.8 Growth of commercial banks

Institutional growth is the process of institutional expansion or "change in amount" due to increasing overall customer base, increased output per customer or representative, new sales, or any combination of the above. It can also come from mergers and acquisitions. Firm growth is a multidimensional phenomenon and that different forms of growth may have different determinants and effects (Krasniqi, 2016).

However, the prototypical growth firm is one that experiences relatively stable growth in sales over considerable time, and where this growth in sales is at least to some extent accompanied by accumulation of employees and assets, so that organisational and managerial complexity increases with growth (Krasniqi, 2016). The growth of commercial banks can be measured by different factors which include, financial factors, Management factors, and customer's factors. Several studies have been conducted on the measurement of commercial banks growth using financial factors and management factors while very few studies have been conducted on customer's factor and loan portfolio which make the study to measure the growth of commercial banks using number of customers and loan portfolio.

Although the number of customers and loan portfolio does not correspond to banks profitability, still the number of customers is an indicator of the bank growth, given that there is a considerable number of customers who are not active and on the same many loan portfolios but who are bad debtors. The growth of commercial banks was the dependent variable of the study. In this part the respondent was asked to indicate the level of agreement in different growth measures that included loan portfolio, and customer-oriented growth. Generally, each growth measure contained sub variables that indicated growth measurement. Table 8 below indicates mean and standard deviation of the variable.

Respondents were asked to indicate their level of agreement in the role of digital marketing on bank growth in terms of increase in number of customers and loan portfolio the interview questions were listed and presented on a Likert scale where respondents were asked to state their level of Agreement or Disagreement on a scale of 1 to 5 where 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree. The assertions 'strongly disagree' and 'disagree' were assigned a mean of 1.0 to 2.5, to represent not agreeing. The assertion 'Neutral' was assigned the mean of 2.6 to 3.4, and it identified neutrality. While the assertion 'agree and strongly agree' were given the mean of 3.5 to 5.0 to indicate agreed upon. Table 7 shows the result in terms of mean and standard deviation as shown below.

Table 7: Descriptive Statistics of Bank Growth

Bank growth	N	Mean	Std. Deviation
INCREASE NUMBER OF CUSTOMERS			
Availability of service, 24 hours a day, 7 days a week	78	4.56	0.662
Easy provision and communication of price information	78	4.53	0.767
It reduces cost of communication	78	4.53	0.870

It made the communication of product information easier	78	4.62	0.700
It allows the bank to communicate with international customers	78	4.56	0.577
Digital marketing reduces human errors	78	4.74	0.441
Lower cost of transaction is achieved through digital marketing	78	4.64	0.600
LOAN PORTFOLIO			
Enables the bank to easy maintain Loan records	78	4.71	0.521
It enables the bank to easily advertise about the loan product offered	78	4.76	0.453
The bank has ensured both internal and external auditing in place to mitigate risks of online payments	78	4.40	0.624
Customers feel more secure while using our digital banking channels	78	4.64	0.583
Customers can easily transact, pay bills and access their account.	78	4.68	0.533

The findings in table 7 indicate that digital marketing enables the bank to ensure the availability of service, 24 hours a day, 7 days a week with a mean of 4.56 which indicates strongly agreed. Also the findings show that respondents strongly agreed with the mean of 4.53 that by using digital marketing there is easy provision and communication of price information. Findings also show that respondents strongly agreed with a mean of 4.53 that digital marketing reduces cost of communication. Also the finding had shown that digital marketing made the communication of product information easier with a mean of 4.62. Also the findings showed that digital marketing allows the bank to communicate with international customers with a mean of 4.56 and strongly agreed that digital marketing reduces human errors with a mean of 4.74. The findings in table 8 also show that Lower cost of transaction is achieved through digital marketing with a mean of 4.64 which indicates strongly agreed. This shows that the respondent strongly agreed that digital marketing plays an important role in the growth of commercial banks and mostly because it enables the bank to attract new customers and increase the number of customers and also ensure the provision of quality services and customer satisfaction.

Also table 7 shows that respondents strongly agreed that digital marketing enables the bank to easily maintain Loan records by means of 4.71. Also strongly agreed with the mean 4.76 that digital marketing enables the bank to easily advertise about the loan product offered. The findings also show that respondents strongly agreed that digital marketing helped the bank ensure both internal and external auditing in place to mitigate risks of online payments with a mean of 4.40. Also respondents strongly agreed that Customers feel more secure while using our digital banking channels by a mean of 4.64. Also the findings show that respondent strongly agreed that Customers

can easily transact, pay bills and access their account with the help of digital marketing with a mean of 4.68. Findings in table 8 show that the respondent strongly agreed that digital marketing is very crucial to the bank in advertising and provision of information about the loan and stress-free the process of providing loan to the customers which enable the bank to increase the number of people who require loan which will increase lending rate .

4. 9. Digital Marketing and Bank Growth Regression Analysis

Multiple linear regression analysis was carried out for the study variables to determine the relationships between the independent variables of the study. Notwithstanding, before running multiple regression models, it was important to test sensitive and fundamental assumptions of multiple regression models. The assumptions tested were normality, outlier and multicollinearity.

Normality and Outliers

The study applied analysis of skewness and kurtosis values to assess data normality and the presence of outliers, where the skewness and kurtosis values not greater than 3 and 10 respectively as suggested by Kline (2005) indicate the absence of outlier problem. Also Brown (2006) stated that both skew and kurtosis can be analysed through descriptive statistics. Acceptable values of skewness fall between -3 and 3 and kurtosis is appropriate from a range of -10 to 10. The normality tests were performed on three independent multi-dimensional variables, which were Social media, Search engine and mobile app in relation to bank growth in terms of loan portfolio and Number of customers as dependent variable. The outcome of the findings indicated that search engines had positive skewness with a value of 0. 1 and negative kurtosis -0.4, social media with a value of -2.953 and kurtosis 9.895, mobile app skewness with a value of -0.536 and kurtosis -0.421, loan portfolio had a negative skewness with a value of -0.6 and kurtosis 0.214 while number of customers skewed with a skewness value of -1.189 and kurtosis 0.594. The information presented on table 9 narrates that all variables were normally distributed; therefore, it was safe to assume that this assumption was met.

Table 8: Descriptive Statistics

	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
Search engine	78	0.109	0.246	-0.496	0.488

Social medias	78	-2.953	0.247	9.895	0.490
Mobile apps	78	-0.536	0.247	-0.421	0.490
Loan portfolio	78	-0.655	0.247	0.214	0.490
Number of customers	78	-1.189	0.246	0.594	0.488

Multicollinearity

According to Bryman *et al.*, (2007), multicollinearity tests aim to ensure that the independent variables are weakly related to each other ($r < 0.90$). This study used VIF and tolerance factors to test the problem of Multicollinearity. According to Pallant, (2005) the acceptable range not to violate the assumption of multicollinearity is that the VIF must be less than 10(<10) and greater than 0.2(>0.2) for Tolerance measure.

Table 9: Collinearity Statistics

Variable	Collinearity Statistics	
	Tolerance	VIF
Search engine	0.972	1.029
Social medias	0.846	1.182
Mobile apps	0.824	1.213

Looking at the information presented on table 9 above it clearly showed that all variables had tolerance value greater than 0.2 and VIF value less than 10 which means there is no multicollinearity problem for both variables; therefore, it was safe to assume that this assumption was met.

4.9.1 Digital marketing and bank growth in terms of Loan portfolio

The regression analysis was however performed to assess the influence of digital marketing on banking growth in terms of a loan portfolio. The findings reported the value of $R = 0.843$ which is closer to +1 implies that there was a strong existence of a positive significant relationship between the independent variables and dependent variables. Likewise, the findings indicate that the value of adjusted R^2 was 0.706 implied that the three predictor variables under the study had a contribution of 70.6% towards bank growth in terms of loan portfolio at 95% confidence level, leaving only 29.4% for other independent variables not undertaken in this study.

Table 10: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.843 ^a	0.710	0.706	0.396

a. Predictors: (Constant), Search engine, social media, Mobile App

Analysis of Variance (ANOVA)

Analysis of variance was carried out as shown in Table 11. The outcome of the analysis includes the sum of squares, degree of freedom (DF), mean square, regression and residual values obtained from regression analysis. The interesting values in the ANOVA table were the P-value is 0.004 which indicate the significance since to be significant the P-value must be less than 0.05.

Table 11: ANOVA^a

Model	Sum of Squares	Df	Mean Square	F	Sig.
Regression	73.25	4	20.08	4.946	0.004 ^b
Residual	275.32	73	4.06		
Total	348.57	77			

a. Dependent Variable: bank growth in terms of Loan portfolio

b. Predictors: (Constant), Search engine, social media, mobile apps

From table 11 above the regression mean square was 20.08. The F-static which is computed by regression mean square divided by residual mean square was 4.946 which illustrate the overall significance of the model. The degree of freedom (DF) was 4.00. Statistically, the overall model was very significant with a significant value P-value =0.004. Where, ($p < 0.05$). For this result, it is worth concluding the regression model fits the data where the predictors influenced the business growth in terms of loans portfolio.

Regression Coefficients

Another output when running regression analysis is the regression coefficient table that provides the values of the regression equation for predicting the dependent variable from the independent variables. From table 12 of the regression coefficient below, the estimated coefficients (standardised coefficient) depicted by the beta value indicated how much the "Scores" varies due to variation of any independent variable while holding other independent variables (predictors) constant.

Table 12: Regression Coefficients

Model	Unstandardized Coefficients	Standardised Coefficients	T	Sig.

	B	Std. Error	Beta		
(Constant)	1.590	1.925		8.261	.000
Search engine	-0.351	1.244	-0.363	-2.824	0.404
Social media	0.324	1.098	-0.322	2.953	0.006
Mobile apps	0.316	1.145	0.330	2.763	0.007

a. Dependent Variable: bank growth in terms of Loan portfolio

From table 12 above indicated that every unit change of search engine negatively influences the loan portfolio (-.363). These findings disagree with Trusov (2017) who depicted that search engines have significantly contributed to the growth of commercial banks. However, the study asserted that search engines provide room for customers to access bank information and easily communicate with their customers. Mobile apps positively influence loan portfolio by (0.330) and lastly Social media influence loan portfolio by (0.322). In this regard, mobile apps and social media had a positive influence on loan portfolios with significant values ($p < 0.007$) and $p < 0.006$) respectively. However, the search engine had a negative influence on loan portfolio and was insignificant with value ($p < 0.404$).

These findings affirmed with the result of Masinde and Graffi (2020) whose findings showed that social media actually have a beneficial effect on company performance. He also indicated that social media marketing raised brand awareness, enhanced brand attitude, and enhanced loyalty level. The current study agrees with this proposition since social media marketing has been found to significantly influence banking industry performance by improving the number of loan portfolios. Loan portfolios increase due to increased ease of communication, and increase brand awareness as well as improve brand loyalty. This argument was supported by Monseau (2015) Who affirmed that there are a big number of people who earlier were not aware of the information about accessing loans, but the existence of a brand name throughout these networks help educate people about it and make them acknowledge the products and services offered with these commercial banks.

The results from the study showed that there was no multicollinearity problem as the VIF values for the predictor variables were all below 5 (see table 10) which implies that there is a low percentage of one variable explaining the other variable. The results also indicate that two predictor variables out of three were statistically significant with values below 0.05. The coefficients of the independent variables were -0.363,

0.322 and 0.330 for search engine optimization, social media and mobile banking apps respectively as indicated in table 13.

4.9.2 Digital marketing and bank growth in terms of number of the customers

The regression analysis was however performed to assess the influence of digital marketing on banking growth in terms of a number of the customers. From the findings below, the correlation coefficient (R) which measures the relationship between the independent variables and the dependent was 0.772 or 77% which indicates a strong relationship between the two. On the other hand, the R-squared was 0.70 illustrating that the chosen predictors explain the dependent variable by 70%. This implies on the other hand 30% of non-explained predictors is accounted for by factors that are not used in this model.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
	0.722 ^a	0.704	0.666	3.91293

a. Predictors: (Constant), Search engine, Mobile App, social media

From the below regression mean square was 42.210. The F-static which is computed by regression means square divided by residual mean square was 2.7 which illustrate the overall significance of the model. The degree of freedom (DF) was 4.00. Statistically, the overall model was very significant with a significant value P-value = 0.03. Where, ($p < 0.05$). For this result, it is worth concluding the regression model fits the data where the predictors influenced the banking growth in terms of number of customers.

Table 14: ANOVA

Model	Sum Of Squares	Df	Mean Square	F	Sig.
Regression	168.841	4	42.210	2.757	0.032 ^b
Residual	1454.549	73	15.311		
Total	1623.390	77			

a. Dependent Variable: number of customers

b. Predictors: (Constant), Search engine, Mobile App, social media

From Table 15, indicated that every unit change of search engine positively influences the number of customers (0.072), and Social media influence the number of customers by (0.766) lastly Mobile apps positively influence the number of customers by (0.291) In this regard, mobile apps and social media had a significant value

($p < 0.003$) and ($p < 0.004$) respectively. However, the search engine was insignificant with a value ($p < 0.550$).

Table 15: Coefficients

Model	Unstandardized Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.811	1.667		10.865	.000
Search Engine	0.059	0.992	0.072	0.599	0.550
Social Media	0.511	0.983	0.766	0.520	0.004
Mobile apps	0.289	0.951	0.291	0.304	0.003

a. Dependent Variable: number of customers

Based on the findings presented it is worthwhile pointing out that the usage of digital marketing highly contributed to the growth of the bank in terms of customers. More specifically the usage of mobile banks highly influences the attraction of customers while social media influences the attraction of new customers. The study found that mobile apps and social media have a significant relationship with bank growth (Number of customers). The study also found that the majority of the respondents' customers agreed that the usage of social media and Sim Banking has attracted their participation and ensured development of consistent brand images. Feedback analytics from the website offers insight into what website visitors' experience. The study revealed customers felt that the web solution leads to effective customer feedback and supplement their choice over commercial banks.

The findings also show that banking growth is greatly contributed by Social Media and Mobile banking. Taking all other independent variables at zero, Social Media increases effectiveness of Banking Industry growth by 0.766. These findings correspond to Jones (2017) who stated that when consumers see your business posting on social media, particularly responding to clients and posting original content, it makes them happier. Study findings unveiled that social media marketing enhances customer relationship management which increases the number of customers, While Mobile apps have resulted in 0.291 increase in effectiveness in Banking Industry growth. This study results are consistent with Krum (2018) who argues that mobile marketing has four unique benefits: customization, portability, interactivity, and persistence. Also, according to SFR (2019) depicted commercial banks have improved their performance by 36% due to the introductions of mobile

Apps. Lastly, search engines will result in a 0.073 increase in effectiveness in bank growth.

The results from the study showed that there was no multicollinearity problem as the VIF values for the predictor variables were all below 5 (see table 10) which implies that there is a low percentage of one variable explaining the other variable. The results also indicate that two predictor variables out of three were statistically significant with values below 0.05. The coefficients of the independent variables were 0.072, 0.766 and 0.291 for search engine optimization, social media and mobile banking apps respectively.

CHAPTER FIVE

5.0 SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Summary of the Findings

This chapter provides a summary of the findings of this study, the conclusion and the recommendations. The recommendations are based on both the objectives of the study and conclusion shown from the findings.

A summary of key findings on influence of Digital marketing on bank growth found that search engine optimization has no influence on bank growth, social media has a direct influence on bank growth and mobile banking apps have a large contribution on growth of CRDB Bank in Moshi Municipality.

5.2. Summary of the Study

5.2.1 Search engine marketing

The regression analysis was used to assess the influence of search engine marketing on bank growth in terms of a number of the customers and loan portfolio. Regression analysis indicated that every unit change of search engine negatively influences the loan portfolio and search engine influence the number of customers. Generally, the result from regression indicates that search engine optimization does not influence the growth of the bank, since it only plays the role of informing and communicating with

the customers and less rate of customers are using it compared to other digital platforms.

Generally, the technological acceptance model has been captured well in this study as it shows how employees are accepting and using new technology, and how that technology lead to positive or negative impact to the organisation also the theory of diffusion of innovation is well captured in understanding how well customer accept the technology and at what rate they had use it.

5.2.3 Social Media marketing

The regression analysis was used to assess the influence of social media marketing on bank growth in terms of a number of customers and loan portfolio. Study findings revealed that social media marketing enhances customer relationship management which increases the number of customers. Customers can share their own views and complaints within their networks, which implies that a measure of customer's reaction to social media determines whether customers share the information to others or not. Customers receiving timely reactions via social media channels are more likely to stay faithful to the brand and to provide word-of-mouth referrals. Social media client service promotes consumer expenditure, improves client satisfaction and improves operational effectiveness and organisational performance.

Regression analysis also indicated that social media has a positive influence on the loan portfolio and social media influence on the number of customers. So the result from regression indicates that social media platforms have a positive effect on growth of commercial banks and the social media platform should be improved since it has a positive influence on growth. Thus, social media platform plays an important role as a technology base on CRDB bank so the technological acceptance model and diffusion of innovation theory has been captured well in this study as it shows how customers and employee are accepting and using new technology, and how that technology lead to positive or negative impact to the commercial bank.

5.2.4 Mobile app marketing

The study unveiled that Mobile banking apps have a significant effect on bank growth. The use of mobile banking apps for business transactions greatly enhances the growth of the bank. The use of Mobile Banking App enables the bank to encourage the use of products and services through the use of interactive wireless

media to provide clients with personalised information, location-and time-sensitive data. Mobile Apps also enable the customer to access the product and service of the bank in a shorter period of time by safer means than before. The usage of mobile app known as “Simbanking” has contributed highly on the performance of commercial banks in Tanzania

Regression analysis indicated that Mobile Banking App or “Simbanking” has positive influence on the loan portfolio (which indicates that Mobile Banking Apps has significant influence on the growth of CRDB bank. So the result from regression indicates that Mobile Apps have positive and significant effect on growth of commercial banks and the commercial banks should improve the Mobile Banking Apps to ensure that customers are able to use it effectively since it had a positive influence on growth. Thus, Mobile banking app plays an important role as a technology base on CRDB bank so the technological acceptance model and diffusion of innovation theory has been well used and applied in this study as it shows how customers and employees are accepting and using new technology, and how that technology lead to positive or negative impact to the organisation.

5.3 Conclusion

It was concluded that search engines had an influence on the increase in the number of customers but a negative influence on the loan portfolio, but also had a negative or no influence on bank growth. Also the study concluded that social media had an influence on increase in the number of customers and influence on loan portfolio, but also had a positive influence on bank growth. Also finding concluded that Mobile app had influence on the increase in number of customers and influence on loan portfolio but had positive and significant influence on growth of CRDB bank in both loan portfolio and number of customers. Mobile Apps also have a positive influence on bank growth.

Generally, it was concluded that digital marketing has a significant or positive influence on the commercial bank growth and the study is valuable to CRDB bank and Banking sector inside and outside of Tanzania. Through these studies, managers of CRDB bank and other banks will be able to know what digital marketing platform to use and how potential customers can be reached and be able to maximise their digital marketing which in turn will maximise their sales and be able to grow and become more competitive.

5.4 Recommendations

Based on the findings and conclusions of the study, the study made the following recommendations;

Search engine was found to be significant factors on adoption of digital marketing, therefore, the study recommends that enjoyment of innovation and prior experience should provide continuous feedback, support and encouragement for such individuals so that they can master the digital marketing skills within a short period of time

On social media, the study recommends that CRDB bank should fully embrace digital marketing tools and services so as to have a competitive edge and improve service delivery to its customers. The study also recommended that customers find certain benefits in digital marketing over traditional marketing; therefore, CRDB banks can spend more on digital marketing rather than the traditional tools. Since the study found that Social Media had influence on growth of commercial banks, the study, therefore, recommends that CRDB banks increase their usage of social media so as to accrue the benefits that come with the adoption of social media. These include increased customer loyalty, increased brand recognition, improved complaint resolution mechanisms and increased market share.

On mobile apps, CRDB bank should ensure that customers through the use of mobile banking apps have an ability and capacity to do all the bank activity without any challenge or problem since now customers are using Mobile apps in accessing financial services especially in rural areas and places with no presence of bank.

Commercial banks also need to improve on the security of the digital marketing systems so that customers trust these technologies during their day to day transactions. Banks should come up with more security measures such as verification codes, Personal Identification Numbers, One Time Processing codes and also the connection of the customer bank account to their mobile phones and emails so that customers can feel they have better control of their transactions. The government should also support commercial banks' efforts in promotion of digital marketing services, e.g. through restricting transactions which can be done over the counter or by coming up with laws and regulations to prosecute fraudsters and online hackers.

5.5 Suggestions for Future Research

It is recommended that future research be done on the influence of digital marketing on brand loyalty, effect of digital marketing on customer satisfaction so as to have proper analysis on the role of digital marketing on bank growth. Also study recommends that that similar study should be done in other industries other than commercial banks to check if there will be a variance in the results. Further research could be done to investigate whether digital marketing could lead to sustainable competitive advantage and business performance of commercial banks.

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APPENDICES

APPENDIX 1

QUESTIONNAIRE FOR EMPLOYEES

Dear respondent, I am FRANCIS MKONDYA, Pursuing Masters of Business Management at Moshi Co-operative University. I am conducting a study on “Influence of Digital Marketing on Commercial Bank Growth: A Case of CRDB Bank Moshi Municipal, Tanzania,”The information provided will only be used for academic purposes, and will be treated with utmost confidentiality. I hereby request you to spare your time and respond to this questionnaire. Your responses and cooperation will be highly appreciated.

A. PRELIMINARY INFORMATION

1. What is your position in the organisation?
2. What is your highest level of education qualification?
 - i. Post graduate level ()
 - ii. University ()
 - iii. Tertiary College ()
 - Secondary ()
3. How long have you been working for CRDB bank?
 - a. Less than five years ()
 - b. 5-10 years ()
 - c. Over 10 years ()

PART B: DIGITAL MARKETING ELEMENTS

1 Does your bank employ any of the following digital Marketing platforms?

s/n	Digital marketing	No	Yes
1	social media		
2	Search engine		
3	Mobile apps		

Search engine

To what extent do you agree that the given statement showed that your bank used the following digital marketing platforms? Use: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

s/n	SEARCH ENGINE	1	2	3	4	5
1	Our organisation utilises the usage of search engine					
2	There is frequent usage of search engines in reaching potential customers					
3	We use search engine platforms in collecting information about our customers					
4	Effective customers feedback and supplement					
5	There is customer data integration system among the internal function department					
6	we have increased the number of the loan using our websites					
7	We have attracted more customers using our website					

Social media

To what extent do you agree that the given statement showed that your bank used the following digital marketing platforms? Use: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

s/n	SOCIAL MEDIA	1	2	3	4	5
1	We maintain very close contact with our key customers using social media					
2	We use a Customer follow up and feedback system to improve our services using social media					
3	There is a concrete communication network with key customers through social media					
4	We share loan information with our key customers using social media					
5	There is a Facebook, Instagram account for our customers to access information					
6	Point of Sale information of our key customers is shared with our organisation social media account					
7	We share the status of our bank to our customers through social					

media						
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Mobile Apps

To what extent do you agree that the given statement showed that your bank used the following digital marketing platforms? Use: 1-strongly disagree, 2-disagree, 3-neutral, 4-agree and 5-strongly agree.

s/n	Mobile banking app	1	2	3	4	5
1	We make use of an advanced mobile banking app system to attract new customers					
2	We apply banking app technology to enable the processing of loan transactions					
3	Organisation activities within and outside the organisation are connected with the mobile banking app					
4	Synchronisation of information has facilitated similar information with our customers					
5	There are mobile banking apps that connect the bank and our customers so easily which attract many customers					

To what extent has your bank used the following digital marketing platforms? Use: 1- Not at all, 2-Small extent, 3-Moderate extent, 4-Great extent and 5-Very great extent.

s/n	Digital marketing	1	2	3	4	5
1	Website design/development for bank					
2	Email marketing for banks					
3	Online advertising					
4	Mobile apps for banks					
5	Social media					
6	Display advertising for banks					

INCREASE NUMBER OF CUSTOMER

To what extent do you agree with the following statements on how digital marketing satisfies and increases the number of customers in your bank? Use 1-Strongly disagree, 2-Disagree, 3-Moderate extent, 4- Agree and 5-Strongly disagree.

s/n	Effect of Digital Marketing	1	2	3	4	5
1	Availability of service, 24 hours a day, 7 days a week					
2	Easy provision and communication of price information					
3	It reduces cost of communication					
4	It made the communication of product information easier?					
5	It allows the bank to communicate with international customers					
6	Digital marketing reduces human errors					
7	Lower cost of transaction is achieved through digital marketing					
8	It made the bank operation activity easy					
8	Allow customers to track transactions					
9	Customers feel more secure while using our digital banking channels					
10	Customers can easily transact, pay bills and access their account.					

LOAN PORTFOLIO

To what extent does access to Digital marketing affect the performance of loan portfolios at your organisation? Use a scale of 1-5, where 1= strongly disagree, 2 = disagree, 3 =neutral, 4 = agree and 5 =strongly agree.

s/n	Loan Portfolio	1	2	3	4	5
1	The bank has ensured both internal and external auditing in place to mitigate risks of online payments					
2	Enables the bank to easy maintain Loan records					
3	It enables the bank to easily advertise about the loan product offered					
4	It enables the bank to increase loan portfolio					

APPENDIX II: INTERVIEW GUIDE FOR KEY INFORMERS

Does your bank use a digital platform?

Do you use any CRDB social media platform? How does social media influence customers?

Do you use the CRDB website? What information are you looking at on the website and how does that website influence you as a customer to apply for a loan?

Do you use CRDB Mobile Apps? How do mobile apps influence you as a customer to apply for a loan and remain a customer of CRDB bank?

Do you think digital marketing influences the growth of banks?

UNITED REPUBLIC OF TANZANIA



MINISTRY OF EDUCATION, SCIENCE AND TECHNOLOGY

**MOSHI CO-OPERATIVE UNIVERSITY (MoCU)
CHUO KIKUU CHA USHIRIKA MOSHI**


OFFICE OF THE VICE CHANCELLOR

 P. O. Box 474, Moshi, Tanzania, Tel: +255 272751833,
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*In reply, indicate: Ref. No MoCU/UGS/3/41*Date: 12th July, 2021
 Katibu Tawala,
 Mkoa wa Kilimanjaro,
KILIMANJARO.

**YAH: KIBALI CHA KUFANYA UTAFITI KWA WANATAALUMA NA WANAFUNZI WA CHUO
KIKUU CHA USHIRIKA MOSHI (MoCU)**

Madhumuni ya barua hii ni kumtambulisha kwako **Ndugu Francis Burton Mkondya** mtafiti/mwanafunzi wa Chuo Kikuu cha Ushirika Moshi ambaye kwa sasa anatarajia kufanya utafiti katika eneo lako.

Maombi haya yamezingatia Waraka wa Serikali wenye Kumb. Na. MPEC/R/10/1 wa tarehe 7 Julai, 1980 pamoja na Hati Idhini ya Chuo Kikuu Cha Ushirika Moshi (MoCU). Moja ya majukumu ya Chuo ni pamoja na kufanya utafiti na kutumia matokeo ya tafiti hizo katika kufundisha. Aidha, wanafunzi hufanya utafiti kama sehemu ya masomo yao wakiwa Chuoni.

Ili kufanikisha utekelezaji wa tafiti hizo, Makamu wa Mkuu wa Chuo hutoa vibali vya kufanya utafiti nchini kwa wanafunzi, waalimu, na watafiti wake kwa niaba ya Serikali na Tume ya Sayansi na Teknolojia.

Hivyo basi, tunakuomba umpatie mwanafunzi/mtafiti aliyetajwa hapo juu msaada atakaohitaji ili kufanikisha utafiti wake. Gharama za utafiti atalipia mwenyewe. Msaada anaohitaji ni kuruhusiwa kuonana na viongozi na wananchi ili aweze kuzungumza nao na kuwauliza maswali aliyo nayo kuhusiana na utafiti wake.

Madhumuni ya utafiti wa mwanafunzi/mtaalamu aliyetajwa hapo juu ni: **"Influence of Digital Marketing on Growth of Commercial Banks* in Tanzania: A Case of CRDB Bank in Moshi Municipality"**

Sehemu atakazofanyia utafiti huo ni: **MKOA WA KILIMANJARO**

Ikiwa kuna Sehemu ambazo zinazuiliwa, ni wajibu wako kuzuia zisitembelewe.

Muda wa Utafiti huo ni kuanzia tarehe **16/07/2021** hadi **16/07/2022**.

Ikiwa utahitaji maelezo zaidi tafadhali wasiliana nami.

Wako katika ujenzi wa Taifa,

Prof. Alfred S. Sife
MAKAMU MKUU WA CHUO

Nakala kwa: Mtafiti

General: Moshi Co-operative University, Sokoine Road, P. O. Box 474, Moshi, Tanzania, Tel: +255 272751833 Email: info@mocu.ac.tz, Website: www.mocu.ac.tz

**JAMHURI YA MUUNGANO WA TANZANIA
OFISI YA RAIS
TAWALA ZA MIKOA NA SERIKALI ZA MITAA**

MKOA WA KILIMANJARO
Anwani ya Simu: REGCOM, KILIMANJARO
Simu Na. Moshi 255(027) 2754236/7
NUKUSHI: 255 (027)-2752184
Barua Pepe: ras@kilimanjaro.go.tz
: ras.kilimanjaro@tamisenii.go.tz



OFISI YA MKUU WA MKOA,
S.L.P.3070,
MOSHI.

Unapojibu tafadhali taja:

Kumb. Na. FA.228/276/03/272

16 Julai, 2021

Meneja,
CRDB,
Tawi la Kahawa House, Mbuyuni na KCMC
MOSHI.

Yah: KUFANYA UTAFITI WA TAALUMA NDG. FRANCIS B. MKONDYA

Tafadhali husika na somo tajwa hapo juu.

2. Mtajwa hapo juu ni Mwanafunzi wa Chuo Kikuu cha Ushirika Moshi ambaye anatarajia kufanya Utafiti katika eneo lako. Madhumuni ya Utafiti wa Mwanafunzi/Mtaalamu aliyetajwa hapo juu ni **"Influence of Digital Marketing on Growth of Commercial Banks": A Case study of CRDB Bank in Moshi Municipality**
3. Kwa barua hii, naomba apokelewe na kupewa ushirikiano ili aweze kukamilisha utafiti huo kwa muda uliopangwa. Aidha, muda wa utafiti huo ni kuanzia tarehe **16/07/2021** hadi **16/07/2022**.
4. Ninashukuru kwa ushirikiano wako.

J.R Chacha

Kny: **KATIBU TAWALA MKOA
KILIMANJARO**

Kny. KATIBU TAWALA WA MKOA
KILIMANJARO

Nakala: Katibu Tawala Wilaya
MOSHI

" Mkuu wa Chuo,
Chuo Kikuu cha Ushirika Moshi

" Bw. Francis B. Mkondya

APPENDIX III: PUBLISHABLE MANUSCRIPT

**DIGITAL MARKETING AND GROWTH OF COMMERCIAL BANKS IN
TANZANIA: A CASE OF CRDB BANK IN MOSHI MUNICIPALITY.**

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