

The
Management
University
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UNDERGRADUATE UNIVERSITY EXAMINATIONS
SCHOOL OF MANAGEMENT AND LEADERSHIP
DEGREE OF BACHELOR OF MANAGEMENT AND
LEADERSHIP

MKT 404: E - MARKETING

DATE: 29TH MAY 2026

DURATION: 2 HOURS

MAXIMUM MARKS: 70

INSTRUCTIONS:

1. Write your registration number on the answer booklet.
2. **DO NOT** write on this question paper.
3. This paper contains **SIX (6)** questions.
4. Question **ONE** is compulsory.
5. Answer any other **THREE** questions.
6. Question **ONE** carries **25 MARKS** and the rest carry **15 MARKS** each.
7. **Write all your answers in the Examination answer booklet provided.**

QUESTION ONE

Read the Case Study below carefully and answer the questions that follow:

CASE STUDY: SCALING DIGITAL GROWTH AT “URBAN HARVEST FOODS LTD”

Urban Harvest Foods Ltd is a Kenyan agribusiness company specializing in the production and distribution of organic vegetables, fresh juices, and packaged healthy snacks. The company initially operated through physical retail outlets in Nairobi but has recently shifted its focus toward e-marketing and online sales to reach a broader customer base. In 2022, the company launched an e-commerce website and social media platforms including Instagram, Facebook, and TikTok to promote its products. It also introduced a mobile ordering system that allows customers to place orders for home delivery. Initially, the company experienced rapid growth in online engagement and sales, particularly among young urban professionals. However, over the past year, Urban Harvest has encountered several challenges.

Despite having a strong online presence, conversion rates from website visits to actual purchases remain low. Customers frequently abandon their carts before completing purchases, citing high delivery costs and lack of trust in online payment systems. Additionally, the company has struggled with ineffective use of digital marketing tools. Social media content lacks consistency and clear messaging, while email campaigns have low open and click-through rates. The firm also faces difficulties in identifying the right keywords for search engine optimization, resulting in low visibility on search engines. Urban Harvest’s management has also raised concerns about the increasing cost of digital advertising campaigns, which have not yielded proportional returns.

At the same time, competitors are aggressively using influencer marketing, targeted ads, and personalized communication to capture market share. Another key issue is the company’s limited understanding of online consumer behavior. While website traffic is high, the firm lacks

insights into customer preferences, browsing patterns, and purchase motivations. This has made it difficult to design effective digital marketing strategies. To address these challenges, the company is exploring ways to improve its CRM system, optimize its database marketing, enhance customer engagement through social media, and develop a more integrated e-marketing strategy that aligns with its long-term growth objectives.

Required:

- a) Analyze the underlying factors contributing to Urban Harvest's low online conversion rates and propose practical e-marketing strategies to improve customer purchase decisions.

(6 marks)

- b) Evaluate how Urban Harvest can redesign its digital marketing mix to better deliver customer value and enhance online competitiveness.

(6 marks)

- c) Examine how the company can leverage CRM systems and customer data to improve personalization, engagement, and retention.

(6 marks)

- d) Critically assess how Urban Harvest can integrate multiple digital channels and technologies to achieve a sustainable competitive advantage.

(7 marks)

QUESTION TWO

- a) Analyze how different e-commerce models could be applied to a business and how each would influence its strategic direction and revenue generation.

(8 marks)

- b) Examine how a firm can structure its digital strategy to minimize marketing costs while still achieving strong online visibility and growth.

(7 marks)

QUESTION THREE

A tourism company in East Africa is investing heavily in social media and online advertising but is struggling to translate online engagement into actual bookings.

- a) Analyze how the company can align its social media marketing strategy with clear objectives and measurable outcomes.

(8 marks)

- b) Evaluate how effective keyword research and search engine optimization can influence customer acquisition and competitive positioning in the tourism sector.

(7 marks)

QUESTION FOUR

- a) Analyze how insights into online consumer behavior can inform more effective digital marketing strategies.

(8 marks)

- b) Examine how a business can design its e-marketing communication strategy to build trust and reduce perceived risk among online customers.

(7 marks)

QUESTION FIVE

A retail company is experiencing declining effectiveness of its email marketing campaigns despite having a large customer database.

- a) Evaluate how the company can redesign its email marketing strategy to improve engagement and conversion.

(8 marks)

- b) Analyze the role of data management and segmentation in enhancing the effectiveness of digital communication campaigns.

(7 marks)

QUESTION SIX

- a) Analyze how the Internet creates global marketing opportunities, and how the company can strategically position itself in new markets.

(8 marks)

- b) Critically examine the barriers to global internet expansion and propose strategies to overcome them while maintaining competitiveness. **(7 marks)**