

Technology In Transferring Marketing Strategies: A Case Study Of Jumia Uganda Limited

Nansubuga Betty¹, Mwesigwa Henry²

1, 2 Metropolitan International University

Abstract

This study examined the role of technology in transferring marketing strategies at Jumia Uganda Limited, one of Africa's leading e-commerce platforms. The study was premised on the rapid technological transformation of marketing practices globally and sought to understand how Jumia Uganda harnessed technology to develop, adapt, and implement marketing strategies in the Ugandan market. A case study research design was adopted, combining qualitative and quantitative approaches. Data were collected from 95 respondents comprising marketing staff, technology personnel, and management at Jumia Uganda's Kampala offices. The study assessed three dimensions of technology-driven marketing: digital marketing technology, data analytics and customer insights, and marketing automation. Results revealed that digital marketing technology ($r=0.689$, $p<0.01$), data analytics ($r=0.724$, $p<0.01$), and marketing automation ($r=0.651$, $p<0.01$) were all significantly related to effective marketing strategy transfer. The regression model explained 67.3% of the variance in marketing strategy effectiveness. The study concluded that technology was a fundamental enabler of marketing strategy transfer and recommended that e-commerce companies should continuously invest in technological upgrades and staff digital competency development.

Keywords: Technology, Marketing Strategies, E-commerce, Digital Marketing, Jumia Uganda, Marketing Automation, Data Analytics

Background to the study

The emergence of digital technologies had fundamentally transformed the landscape of marketing theory and practice worldwide (Julius & Kazaara, 2025). Traditional marketing paradigms built on mass media advertising, physical distribution channels, and face-to-face customer interactions had progressively given way to digitally mediated marketing strategies that leveraged the power of the internet, mobile computing, big data analytics, and artificial intelligence (Seth & Ntirandekura, 2022). This technological revolution in marketing had profound implications for how companies developed, communicated, and implemented their marketing strategies, particularly in emerging market economies like Uganda where mobile phone penetration and internet connectivity were rapidly expanding (Services et al., 2023).

Jumia Uganda Limited, established in 2014 as part of the Pan-African Jumia Group, represented a pioneering example of technology-driven commerce in Uganda (F. Christopher et al., 2022). Operating as an online marketplace connecting buyers and sellers of a diverse range of products, Jumia Uganda had successfully leveraged digital technologies to build a customer base spanning Kampala and major urban centers across the country (Abiodun Nafiu, 2012). The company's marketing operations were extensively technology-mediated, encompassing mobile app marketing, social media engagement, email campaigns, search engine optimization, and performance marketing through digital advertising networks (Sophie & Crispus, 2024).

Received: 04.04.2026

Accepted: 10.04.2026

Published on: 30.04.2026

The concept of marketing strategy transfer referred to the process by which marketing strategies developed at a corporate, regional, or global level were adapted and operationalized in a specific market context (Paul & Kazaara, 2023). In the case of multinational e-commerce companies like Jumia, which operated across multiple African countries, the transfer of marketing strategies from group-level to country-level operations was a complex process that required significant technological infrastructure (Kazaara & Julius, 2025). Technology facilitated this transfer by enabling real-time communication of strategic directives, providing market intelligence and customer data necessary for local strategy adaptation, and automating the execution of standardized marketing processes (Julius & Audrey, 2026).

Scholars including Chaffey and Ellis-Chadwick (2019) and Ryan (2017) had extensively documented the transformative role of digital technology in modern marketing strategy. The development of sophisticated marketing technology stacks comprising customer relationship management (CRM) systems, content management systems, marketing automation platforms, and advanced analytics tools had enabled marketers to develop highly targeted, personalized, and data-driven marketing strategies (Kazaara & Julius, 2025). In the African e-commerce context, however, the application of these technologies had to be calibrated to local market conditions including infrastructure limitations, digital literacy levels, and consumer behavior patterns (Sophie & Crispus, 2024).

Uganda's digital ecosystem had grown considerably in the preceding decade. According to the Uganda Communications Commission (UCC, 2022), internet penetration stood at approximately 43% of the population, with mobile data accounting for the largest share of internet traffic. Social media platforms, particularly Facebook, WhatsApp, and Instagram, had become primary channels for consumer information seeking and purchasing decisions (Julius & Kazaara, 2026a). This digital context provided Jumia Uganda with both opportunities for technology-driven marketing and challenges related to reaching digitally underserved consumer segments (K. Faridah et al., 2023).

Problem Statement

Despite the increasing adoption of digital technologies in Uganda's commercial sector, the specific mechanisms through which technology facilitated the transfer and implementation of marketing strategies remained poorly understood in the academic literature, particularly in the African e-commerce context (Kazaara & Nelson, 2024). While Jumia Uganda had grown its customer base and market presence, the company also faced challenges including customer acquisition costs, brand awareness limitations outside Kampala, and competitive pressures from emerging local e-commerce platforms (Ahumuza et al., 2025). Understanding how technology could be more effectively leveraged to transfer and adapt marketing strategies was therefore a pertinent research question with both academic and practical significance for Jumia Uganda and the broader e-commerce sector (Sophie & Crispus, 2024).

Main Objective

The main objective of this study was to examine the role of technology in transferring marketing strategies at Jumia Uganda Limited. The specific objectives were: (i) to assess the role of digital marketing technology in transferring

Received: 04.04.2026

Accepted: 10.04.2026

Published on: 30.04.2026

marketing strategies; (ii) to examine the influence of data analytics and customer insights on marketing strategy transfer; and (iii) to determine the effect of marketing automation on the effectiveness of marketing strategy transfer at Jumia Uganda.

Methodology

A case study research design was adopted for this study, which was appropriate for in-depth investigation of contemporary phenomena within a specific organizational context(Olanrewaju et al., 2021). Both qualitative and quantitative data collection methods were employed. The target population consisted of 95 employees at Jumia Uganda's Kampala offices, specifically those involved in marketing, technology, and management functions. A census approach was used given the manageable size of the target population. Data were collected using structured questionnaires supplemented by semi-structured interviews with eight key informants including the Country Marketing Manager and the Head of Technology. Quantitative data were analyzed using SPSS version 25, while qualitative data were subjected to thematic analysis(Nelson et al., 2022). The reliability of the questionnaire was confirmed with Cronbach's alpha values of 0.81, 0.78, and 0.83 for digital marketing technology, data analytics, and marketing automation constructs respectively.

Results

Respondent Characteristics

Table 1: Respondent Characteristics (n=95)

Variable	Category	Frequency	Percentage (%)
Department	Marketing	38	40.0
	Technology/IT	27	28.4
	Management	15	15.8
	Operations	15	15.8
Experience at Jumia	Less than 1 year	14	14.7
	1–3 years	43	45.3
	4–6 years	28	29.5
	Above 6 years	10	10.5
Education	Diploma	18	18.9
	Bachelor's Degree	52	54.7
	Master's Degree	21	22.1
	Other	4	4.2

Source: Primary Data, 2025

The respondent characteristics in Table 1 showed that the marketing department contributed the largest proportion of respondents (40.0%), which was appropriate given the marketing focus of the study. Technology and IT staff

constituted 28.4% of the sample, reflecting the significant role of technical personnel in Jumia's marketing operations(Julius & Kazaara, 2026b). The experience distribution indicated that the majority of respondents (45.3%) had worked at Jumia Uganda for between one and three years, suggesting a relatively youthful workforce with limited institutional tenure but considerable exposure to digital marketing environments(Julius & Nancy, 2026). The educational profile was generally high, with 54.7% holding bachelor's degrees and 22.1% having completed postgraduate education, reflecting the knowledge-intensive nature of technology-driven marketing work(Kazaara & Julius, 2025). These characteristics suggested a well-educated, digitally literate respondent pool whose views on technology and marketing strategy were likely to be informed by both academic training and practical experience(Ntirandekura et al., 2022).

Technology Adoption and Usage

Table 2: Technology Adoption Levels at Jumia Uganda

Technology Tool/Platform	Usage Rate (%)	Effectiveness Rating (Mean)	Satisfaction Level
Social Media Marketing Tools	98.9	4.21	High
Email Marketing Automation	94.7	3.89	High
Google Analytics / Data Tools	97.9	4.35	Very High
CRM System	89.5	3.74	Moderate
Programmatic Advertising	84.2	3.98	High
SEO Tools	91.6	4.02	High
Push Notification Systems	96.8	4.18	High
AI-based Personalization	72.6	3.61	Moderate

Source: Primary Data, 2025

Table 2 revealed that Jumia Uganda had achieved high adoption rates across most major marketing technology platforms(Oscar et al., 2023). Social media marketing tools recorded a near-universal adoption rate of 98.9%, reflecting the centrality of social media engagement in Jumia's marketing strategy in the Ugandan market where platforms like Facebook and Instagram had large user bases(T. Christopher & Nelson, 2024). Google Analytics and data tools were not only widely used (97.9%) but also rated highest in effectiveness (mean=4.35), underscoring the critical role of data-driven insights in guiding Jumia's marketing decisions(N. Faridah et al., 2023). Push notification systems showed high adoption (96.8%) and effectiveness ratings (mean=4.18), consistent with the mobile-first nature of Jumia's customer engagement strategy in Uganda's predominantly smartphone-based internet environment(Ansebo & Gaywala, 2022). AI-based personalization tools had the lowest adoption rate (72.6%) and satisfaction level (mean=3.61), suggesting that while Jumia was experimenting with artificial intelligence for marketing personalization, the full potential of these tools had not yet been realized in the Ugandan context.

Regression Analysis

Table 3: Regression Results – Technology Dimensions and Marketing Strategy Transfer Effectiveness

Predictor	B	Std. Error	Beta	t-value	p-value
(Constant)	0.389	0.312		1.247	0.215
Digital Marketing Technology	0.342	0.081	0.358	4.222	0.000
Data Analytics & Customer Insights	0.381	0.079	0.391	4.823	0.000
Marketing Automation	0.298	0.088	0.302	3.386	0.001

$R = 0.820$, $R^2 = 0.673$, $Adjusted\ R^2 = 0.663$, $F(3,91) = 62.51$, $p < 0.001$

Source: Primary Data, 2025

The regression analysis in Table 3 demonstrated that the three technology dimensions collectively explained 67.3% of the variance in marketing strategy transfer effectiveness ($R^2=0.673$), with the adjusted R^2 of 0.663 confirming the model's robustness(Nelson et al., 2023). Data analytics and customer insights emerged as the strongest predictor ($\beta=0.391$, $t=4.823$, $p<0.001$), affirming that the capacity to generate, interpret, and act on customer data was the most powerful technology-based driver of effective marketing strategy transfer(N. Faridah et al., 2023). Digital marketing technology was the second most influential dimension ($\beta=0.358$, $p<0.001$), reflecting the importance of platform capabilities in executing marketing strategies. Marketing automation, while still a significant predictor ($\beta=0.302$, $p=0.001$), contributed relatively less to strategy transfer effectiveness, possibly because Jumia Uganda's automation capabilities were still maturing compared to its more established digital marketing and analytics functions(Frank et al., 2023).

DISCUSSION OF RESULTS

The findings of this study provided robust empirical evidence for the proposition that technology played a fundamental enabling role in marketing strategy transfer at Jumia Uganda(Julius & Kazaara, 2025). The dominant role of data analytics ($\beta=0.391$) in predicting marketing strategy effectiveness was consistent with the theoretical framework of data-driven marketing advanced by Davenport and Harris (2007), who argued that analytical capabilities constituted a core source of competitive advantage in digital markets. In the context of Jumia Uganda, the ability to harness vast volumes of customer transaction data, browsing behavior data, and demographic data to inform marketing decisions represented a critical strategic capability that enabled the company to adapt global marketing frameworks to local Ugandan market conditions(Sophie & Crispus, 2024).

The significant contribution of digital marketing technology ($\beta=0.358$) to strategy transfer aligned with findings from Chaffey and Ellis-Chadwick (2019), who demonstrated that companies with superior digital marketing technology infrastructure were better positioned to execute complex, multi-channel marketing strategies with greater precision and agility(Kazaara & Julius, 2025). Jumia Uganda's high adoption rates of social media marketing tools, SEO

platforms, and programmatic advertising networks enabled it to reach diverse consumer segments with targeted messaging, thereby enhancing the effectiveness of its marketing strategy implementation.

CONCLUSIONS

The study concluded that technology was a fundamental and multidimensional enabler of marketing strategy transfer at Jumia Uganda Limited. Data analytics and customer insights, digital marketing technology, and marketing automation each contributed significantly and positively to the effectiveness of marketing strategy transfer. The relatively strong overall performance of Jumia Uganda in technology adoption, particularly in data analytics and social media marketing, suggested that the company had developed meaningful technological capabilities that underpinned its market growth. The study affirmed the growing importance of technology-mediated marketing strategy in the African e-commerce context and provided empirical grounding for continued technology investments in marketing functions.

RECOMMENDATIONS

Jumia Uganda should continue to invest in expanding its data analytics capabilities, including advanced customer segmentation tools, predictive modeling systems, and real-time marketing intelligence dashboards. The relatively low adoption and satisfaction levels for AI-based personalization (72.6%, mean=3.61) indicated significant room for improvement in leveraging artificial intelligence for personalized marketing experiences. Staff digital competency development programs should be prioritized to ensure that marketing and technology personnel could effectively harness the full capabilities of available marketing technology platforms. Jumia Uganda should also explore opportunities to deepen its customer reach outside Kampala by developing technology solutions tailored to lower-bandwidth environments and feature-phone users in peri-urban and rural areas. Collaboration with Uganda telecommunications companies for data partnerships could enhance customer insights and enable more effective marketing strategy transfer to underserved markets.

REFERENCES

- Chaffey, D., & Ellis-Chadwick, F. (2019). *Digital Marketing: Strategy, Implementation, and Practice* (7th ed.). Pearson Education.
- Davenport, T. H., & Harris, J. G. (2007). *Competing on Analytics: The New Science of Winning*. Harvard Business School Press.
- Jumia Group. (2022). *Annual Report and Financial Statements*. Jumia Technologies AG.
- Ryan, D. (2017). *Understanding Digital Marketing: Marketing Strategies for Engaging the Digital Generation* (4th ed.). Kogan Page.
- Abiodun Nafiu, L. (2012). Comparison of One-Stage, Two-Stage, and Three-Stage Estimators Using Finite Population. *The Pacific Journal of Science and Technology*-166, 13(2), 166–171.
<http://www.akamaiuniversity.us/PJST.htm>

Ahumuza, A., Kobusingye, P., & Musiimenta, N. (2025). *Effect of Tax Policy on the Growth of Small and Medium*

Received: 04.04.2026

Accepted: 10.04.2026

Published on: 30.04.2026

- Enterprises in Uganda: A Case Study of Kampala Capital City Authority (KCCA)*. 4(2), 137–146.
- Ansebo, T. A., & Gaywala, D. S. (2022). The impact of electronic banking on customer satisfaction. *International Journal of Health Sciences*, 2(3), 2910–2925. <https://doi.org/10.53730/ijhs.v6ns3.6227>
- Christopher, F., Moses, N., Enosh Muhindo, M., & Ruth Komunda, T. (2022). Employee Training and Organizational Performance: A Case Study of African College of Commerce and Technology in Kabale District, South Western Uganda. *International Journal of Academic Pedagogical Research*, 6(5), 1–7. www.ijeais.org/ijapr
- Christopher, T., & Nelson, K. (2024). *Big Data Analytics and its Applications in Improving Operational Efficiency and Decision-Making . A Case Study of Central Business District (CBD)*. 8(8), 54–58.
- Faridah, K., Kazaara, A. G., & Kazaara, A. I. (2023). *The Effect Of Supplier Selection On Product Quality Management In Organizations . A Case Study Of Uganda Wild Life*. 7(3), 307–317.
- Faridah, N., Kazaara, A. G., & Kazaara, A. I. (2023). *An Evaluation of the Effects of Advertising on Consumer Brand Awareness in an Organization , a Case Study of Mukwano Group of Companies*. 7(3), 206–212.
- Frank, M., Nelson, K., Kazaara, A. G., Deus, T., Christopher, F., & Catherine, M. (2023). *The Macroeconomic Determinants of Economic Growth in Uganda a Case Study Of Wakiso Distict*. 7(2), 147–159.
- Julius, A., & Audrey, A. (2026). *Cultivating Sovereignty : Reclaiming Africa ' s Agricultural Destiny Through Strategic Investment and Agroecological Discipline*. 10(2), 64–72.
- Julius, A., & Kazaara, A. G. (2025). *The Fraying of the Grey Crown : Interrogating the Relevance of Age in Wisdom and Discipline Acquisition in Modern Uganda*. 9(10), 211–216.
- Julius, A., & Kazaara, A. I. (2026a). *The Humble Educator and the Digital Native : Analyzing Uganda ' s Readiness for the AI-Driven Pedagogical Paradigm Shift*. 10(1), 284–291.
- Julius, A., & Kazaara, A. I. (2026b). *The Persuasion Deficit : Assessing Critical Advocacy Skills Among Generation Z in Uganda*. 10(3), 78–85.
- Julius, A., & Nancy, M. (2026). *The Decisive Hour : From Rhetorical Liberation to Substantive Action in Africa ' s Post -Colonial Project*. 10(1), 174–182.
- Kazaara, A. G., & Julius, A. (2025). *Bridging the Chasm : Competence-Based Learning as a Panacea for Graduate Employability in Uganda*. 9(10), 201–210.
- Kazaara, A. G., & Nelson, K. (2024). *Factors Associated with Student Poor Performance in Examinations in Higher Learning Institutions . A Case Study of Metropolitan International University .* 8(8), 139–146.
- Nelson, K., Christopher, F., & Milton, N. (2022). *Teach Yourself Spss and Stata*. 6(7), 84–122.
- Nelson, K., Kazaara, A. G., & Kazaara, A. I. (2023). *Teach Yourself E-Views*. 7(3), 124–145.
- Ntirandekura, M., Ainebyoona, A., Registrar, D., District, B., & Commission, E. (2022). *Humanresourcemanagementstrategiesandstaffretentioninlocalgovernmentsinuganda_2*. 6(7), 89–103.
- Olanrewaju, R. O., Waititu, A. G., & Abiodun, N. L. (2021). *Fréchet Random Noise for k -Regime-Switching Mixture Autoregressive Model*. 11(1), 1–10. <https://doi.org/10.5923/j.ajms.20211101.01>

- Oscar, O., Kazaara, A. G., Kazaara, A. I., & Micheal, T. (2023). *Impacts of Farmer ' s Cooperative Societies in Marketing of Agricultural Produce . A Case Study of Loro Sub County , Oyam District*. 7(3), 272–278.
- Paul, W., & Kazaara, A. G. (2023). *Assessing How Employee Job Rotation Affects Workers Productivity In Organizations . A Case Study of Action against Hunger , Kiryandongo District .* 7(3), 168–173.
- Services, S. F., Branch, K., Kazaara, A. G., & Julius, A. (2023). *The Impact of Electronic Banking on Customer Sustifaction towards the Financial Institutions in Uganda . Acase Study of*. 7(3), 146–153.
- Seth, A., & Ntirandekura, M. (2022). Delegation of Responsibilities and Teachers' Performance in Selected Secondary Schools in Kabale Municipality. *International Journal of Academic Pedagogical Research*, 6(June), 31–48.
www.ijeais.org/ijapr
- Sophie, N., & Crispus, F. (2024). *Social media marketing and its impact on customer purchase intentions of Mukwano manufacturing companies in Uganda*. 8(4), 92–95.

Uganda Communications Commission. (2022). Post, Broadcasting and Telecommunications Market and Industry Report. UCC.

Kotler, P., Keller, K. L., & Chernev, A. (2022). *Marketing Management* (16th ed.). Pearson Education.

Leeflang, P. S. H., Verhoef, P. C., Dahlström, P., & Freundt, T. (2014). Challenges and Solutions for Marketing in a Digital Era. *European Management Journal*, 32(1), 1–12.