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ROLE OF DIGITAL MARKETING STRATEGIES IN ENHANCING PROJECT PERFORMANCE: A CASE OF EAZZY DIGITAL BANKING PROJECT IMPLEMENTED BY EQUITY BANK RWANDA LTD.

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Abstract
The general objective of this study was to examine the role of digital marketing strategies in enhancing the performance of the Eazzy Digital Banking Project. The population consisted of 321 employees of Equity Bank Rwanda Ltd. The sample size of 178 participants was determined using the Slovin formula. This study used simple random sampling to ensure that every individual in the target population has an equal chance of being selected. Data were analyzed using SPSS version 28 to provide meaningful conclusions on how digital advertising, technology adoption, digital collaboration, and digital research strategies influence the performance of the Eazzy Digital Banking Project implemented by Equity Bank Rwanda Ltd. The study presents the coefficients for each variable. For Digital Advertising Strategy, the coefficient (B) is 0.188 and a Sig. of 0.000. Since the p-value is less than 0.05, the researchers rejected the null hypothesis and concluded that digital advertising has a significant positive effect on project performance. For the technology adoption strategy, the B value is 0.466 and a Sig. of 0.000. With a p-value less than 0.05, the null hypothesis is rejected. This variable has the highest beta coefficient, indicating it has the most significant positive impact on the project's performance. For the digital collaboration strategy, the B value is 0.179 and the Sig. is 0.000. The p-value is less than 0.05, leading to the rejection of the null hypothesis. This signifies that digital collaboration strategies significantly enhance project performance. For Digital Research Strategy, the B value is 0.141 and a Sig. of 0.008. The p-value is less than 0.05, so the null hypothesis is rejected. The study concludes that the implementation of digital marketing strategies has a profound and positive impact on the performance of the Eazzy Digital Banking Project. Equity Bank Rwanda Ltd should increase its investment in digital advertising platforms to further promote awareness of its digital services.
Key Words: Digital Marketing Strategies, Digital Advertising, Technology Adoption, Digital Collaboration, Digital Research and Performance

1. Introduction

Digital marketing strategies are still used to place themselves in a competitive position and plan how to implement projects in different economic environments. In the American hemisphere, in Brazil, there is proof that the planning of content, optimization of search, and management of the coordinated platforms boost the customer interaction and the strengthening of the market (Veiga, 2024). Within this context, digital marketing is an organized structure in which content and consumer experience meet and influence the brand image and transactional

behavior. Within the same national environment, applications within the financial technology sector show that influencer communication and social media interaction are central elements of reaching out to customers and building customer journeys, in addition to building credibility by constant online interaction (Cardoso *et al*., 2024).

Work from Greece finds a change in the marketing mix in the food and beverage service industry as digitalization is becoming an integral part of customer engagement and service management. Social media platforms, mobile applications, and online ordering systems work together to ensure brand communication, improve user experience, and build loyalty by offering consistent digital contact points (Vitsentzatou *et al*., 2022). These developments are part of a bigger trend for European businesses to integrate long-established principles of service quality with technological flexibility as a means to stay competitive in increasingly digital consumer landscapes.

The African situation is a gradual harmonization of digital marketing with the operational realities of local enterprises. In Nigeria especially, this trend of adopting digital strategies by women-led enterprises makes it clear how certain communication and channel portfolios support a better connection with brands. These approaches provide for consistent outreach, ensure more customer familiarity, and increase involvement in digital markets. Such practices become part of increased visibility and continuous engagement in competitive commercial settings (Kolawole, 2022). In Kenya, coordination of the use of channels, content rhythm, and analytics of audience has improved access to markets in service sectors, where firms use a mix of paid, owned, and earned media to attract and retain customers (Injehu, 2024).

The financial industry uses the internet-based promotion and customer service platforms to increase visibility, engagement, and accessibility of services. Through coordinated usage of websites, mobile applications, and social media interactions, banks are able to build relationships with their clients better, develop trust in the use of digital services, and improve responsiveness to the needs of the client in a competitive position within an increasingly technology-driven marketplace (Manishimwe *et al*., 2024).

Previous studies have explored various digital finance initiatives in Rwanda, these studies primarily examined trends in electronic payments, mobile money usage, service quality, and digital marketing within financial institutions. However, none have specifically focused on Eazzy Digital Banking Project implemented by Equity Bank Rwanda Ltd. This study filled that gap by investigating how digital marketing strategies influence key project performance indicators. The general objective of this study was to examine the role of digital marketing strategies on enhancing performance of a project.

2. Literature Review

This study is grounded on four theories: Technology Acceptance Model (TAM), Resource-Based View (RBV) Theory, Diffusion of Innovation (DOI) Theory, and Social Exchange Theory (SET). Theories provide a foundation for understanding how digital strategies influence the achievement of organizational objectives.

2.1. Technology Acceptance Model (TAM)

The model was developed in 1986 as a result of academic work by Fred D. Davis at the Massachusetts Institute of Technology (MIT). It was formally presented in 1989 to help researchers and system designers understand the concept of what makes users willing to accept new technologies with computers. TAM had its origins in the Theory of Reasoned Action and

involves adapting behavioral science principles to the study of technology adoption. The theory has since been one of the most applied models in the field of information systems and has guided studies in the areas of human-computer interaction and organizational technology adoption (Veiga, 2024).

The Technology Acceptance Model (TAM) is a framework that describes acceptance of and use of technological systems. It identifies technology acceptance by two important constructs called Perceived Usefulness (PU) and Perceived Ease of Use (PEOU). Perceived usefulness describes the degree to which a system is useful in performance help, whereas perceived ease of use has to do with the amount of effort required to operate the system. These two beliefs affect the attitude to the technology, the behavioral intention to use it, and eventually the usage behavior (Cardoso *et al*., 2024).

The people who use TAM include people who study information systems, people who develop technology, and policy people who use the model to determine readiness for digital transformation. The subjects of TAM are the users of the technology itself, such as students using e-learning platforms, employees using enterprise software, or professionals using digital healthcare tools. The attitudes, perceptions, and behavioral intentions of these users are central to the analysis in the model (Vitsentzatou *et al*., 2022).

The application areas of TAM span education, healthcare, business, and government. It has been used for assessing the acceptance of virtual learning environments, electronic health records, telemedicine systems, and digital communication tools. In recent research on education, TAM has been an effective model to explain the determinants of student engagement with digital academic resources, with a focus on how ease of use and usefulness determine adoption (Yadav *et al*., 2023). A similar trend in healthcare studies is evident where the model is still used in the assessment of user attitude towards new technologies such as teleconsultation and digital monitoring systems (Kolawole, 2022).

This study used the Technology Acceptance Model to investigate how users' perceptions of ease of use and usefulness affect the effectiveness of digital advertising strategies in promoting the Eazzy Digital Banking service that results in increased customer adoption and customer engagement and increases the overall performance of the project at Equity Bank Rwanda Ltd.

2.2 Resource-Based View (RBV) Theory

The Resource-Based View (RBV) theory posits that the quality and management of internal resources determine an organization's strength. The framework emphasizes that resources must be valuable, rare, inimitable, and non-substitutable if they are to create a sustainable competitive advantage. When these attributes are present, organizations are in a position to outperform their competitors with efficient use of knowledge and technology and capabilities that are not easily replicated. The theory therefore defines performance as a result of the degree to which firms identify, protect, and utilize their internal assets to attain their strategic goals (Olasupo, 2024).

The theory has been developed based on Birger Wernerfelt's work in 1984 and further developed by Jay Barney in 1991, giving it its formal structure in the field of strategic management. It was aimed at changing the way managers think from market positioning to the internal capacity of the firms. The key players in RBV are strategic management scholars and organizational theorists who investigate how firms develop advantage through the accumulation of resources and capability development. Their collective efforts changed how

organizations viewed competition, with their focus being on how their companies can succeed in the long run and that this is more about their own internal strengths than the external opportunities they can take advantage of (Deliwe, 2024).

Modern studies use RBV in various fields ranging from education to manufacturing to healthcare to determine how an organization's internal resources create outcomes in competitive conditions. It still has relevance in explaining the process of adapting firms to changing market situations through the reconfiguration of existing resources. RBV is therefore still a cornerstone for understanding strategic advantage and is guiding scholars and practitioners to resource-based decision-making (Barney et al., 2021).

This study employed the Resource-Based View Theory to examine the internal technological capabilities, skilled workforce, and innovative resources of Equity Bank Rwanda by applying the theory to the practical use of Equity Bank Rwanda's technological adoption strategies that promote operational efficiency, quality of service, and the overall performance of the Eazzy Digital Banking Project.

2.3 Social Exchange Theory (SET)

The Social Exchange Theory was proposed in 1958 by George C. Homans and developed further in 1964 by Peter M. Blau as a way of understanding human behavior in social interaction. Homans saw exchange as a process in which individuals weigh the rewards and costs of their relationships, and Blau generalized the concept to organizational and institutional settings. The theory was based on behavioral psychology and principles of economic exchange and posited people or groups maintain relationships that produce more rewards than disadvantages. Modern interpretations remain focused on understanding SET as one of the most influential frameworks in the understanding of cooperation, reciprocity, and sustained collaboration in social and institutional contexts (Zhao & Lee, 2022).

The application of SET has moved from explaining interpersonal relations to also complex digital and organizational dynamics. In the initial studies, it was applied to get to know about the cooperation, leadership, and motivation of employees in physical workplaces. Recent studies apply the concept of SET to digital ecosystems, i.e., how fairness, trust, and commitment sustain online teamwork and virtual collaborations. Scholars have revealed that employees who feel there is an exchange of balances in digital work environments exhibit higher loyalty and productivity. The theory has also been used to study partnerships between organizations to show how kindness and openness help strengthen strategic alliances in data-focused industries (Rodrigues, 2025).

In the field of education, SET is being applied to research the influence of reciprocal engagement between students and instructors to facilitate participation in online learning platforms. In healthcare and other professional industries, it has an application in explaining collaboration in telemedicine and shared information systems in which trust and reliability form the foundation for continuing cooperation. Recent indications show the application of social exchange principles in digital collaboration strategies leads to better innovation, performance, and long-term stability of relationships (Kimura *et al*., 2025).

This study used Social Exchange Theory to determine the effects of trust, reciprocity, and mutual benefit on the digital collaboration strategies of stakeholders, employees, and partners, which eventually enhances teamwork, innovation, and performance of the Eazzy Digital Banking Project implemented by Equity Bank Rwanda Ltd.

2.4 Diffusion of Innovation Theory

The Diffusion of Innovation (DOI) Theory was first developed by Everett M. Rogers in 1962 at Stanford University in order to explain how new ideas and technologies spread throughout the members of a social system. The theory explains the process of innovation adoption as a sequence of events that takes place through the stages of knowledge, persuasion, decision, implementation, and confirmation. It says that people or groups adopt new ideas at different rates based on how they see the new idea's relative advantage, compatibility, complexity, trialability, and observability. These characteristics determine how rapid the introduction of an innovation can be and how quickly that innovation can be accepted among the community (Augustine, 2022).

The theory offers a social and behavioral framework for explaining the diffusion of innovations in societies and organizations. Rogers said that communication channels, social relations, and time are important factors in determining the diffusion process. Individuals are able to move through the stages of adoption depending on their access to information and their interaction with opinion leaders or early adopters who affect the decisions of others. This conceptualization changed the study of communication and social sciences to focus on how interpersonal networks influence change in technology and behavior (Samwely, 2022).

This study used Diffusion of Innovations Theory to ascertain the influence of communication channels, perceived advantages, and innovative characteristics on the effectiveness of digital research strategies in promoting the customer's awareness, increasing the rate of innovation application, and improving the overall performance of the Eazzy Digital Banking Project implemented by Equity Bank Rwanda Ltd.

3. Methodology

For this study, descriptive and correlation research designs were used. A descriptive study was used to describe the demographic information from the participants. A method of data interpretation using descriptive analysis. Quantitative data (questionnaire) research techniques were used to take data related to the objects of the study. Descriptive analysis is a statistical analysis technique that is used to summarize and present the major characteristics and features of a data set. Its main purpose is to give a clear and concise overview of the data to identify patterns, trends, and important features. Correlation analysis is a statistical method of studying the relationship between two or more variables.

The adopted model presented as follow:

$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$

Where;

Y= Project performance

X_1= Digital Advertising Strategy

X_2= Technology Adoption Strategy

X_3= Digital Collaboration Strategy

X_4= Digital Research Strategy

β_0 = Constant; y intercept that is, the value of y when x is equal to zero

β = Coefficients of the mode

4. Findings & Discussion

This section presents the data collected from the field, its analysis, and the subsequent interpretation of the findings regarding the role of digital marketing strategies on enhancing the performance of Eazzy Digital Banking Project implemented by Equity Bank Rwanda Ltd.

4.1 Response Rate

The response rate refers to the percentage of questionnaires returned by the respondents compared to the total number of questionnaires distributed, serving as a key indicator of the survey's success and the representativeness of the data.

Table 1: Response rate

Category	Frequency	Percent
Returned	167	93.80
Unreturned	11	6.20
Total	**178**	**100.00**

Source: Research findings, 2026

As can be seen in Table 1, the total number of respondents sought by this study reached 178, with 167 respondents successfully filling and returning the questionnaires. This translates to a response rate of about 93.8%, which is considered excellent data analysis and reporting. Only 11 questionnaires (6.2% of the sample) were not returned or were invalid for the study. This high return rate shows a high willingness by the staff at Equity Bank Rwanda Ltd. to participate in the study on the Eazzy Digital Banking Project.

4.2 Descriptive Statistics

This section presents the descriptive analysis of the independent variables (Digital Advertising Strategy, Technology Adoption Strategy, Digital Collaboration Strategy, Digital Research Strategy) and the dependent variable (Performance of Eazzy Digital Banking Project). Respondents were asked to rate their level of agreement or disagreement on a 5-point scale, with 1 indicating Strongly Disagree and 5 indicating Strongly Agree.

Table 2: Digital Advertising Strategy of Eazzy Digital Banking Project

	N	Mean	Std. Deviation
Online promotion for Eazzy Digital Banking Project enhances public awareness of innovative digital financial services.	167	4.22	.431
Target audience communication for Eazzy Digital Banking Project strengthens engagement across multiple customer segments.	167	4.09	.524
Customer clicks generated under Eazzy Digital Banking Project indicate effective interest in advertised digital products.	167	4.15	.534
Service uptake under Eazzy Digital Banking Project improves as promotional efforts attract active online users.	167	4.13	.468
Overall	167	4.15	.489

Source: Research findings, 2026

As indicated in Table 2, the overall mean for digital advertising strategy is 4.15, with an average standard deviation of approximately 0.489. This overall high mean indicates that, generally, the

respondents agree that digital advertising strategies play a significant role in the project. The aggregate standard deviation is just below 0.5, suggesting that, despite some variance in specific items, the overall view of the digital advertising strategy's effectiveness is largely uniform among the staff at Equity Bank Rwanda Ltd.

The responses from the digital advertising strategy table suggest that participants perceive the strategy as a key driver for enhancing awareness and encouraging user interaction within the Eazzy Digital Banking Project. This aligns with Mutanu (2021), who emphasized that targeted digital campaigns increase engagement and responsiveness. In the context of Equity Bank Rwanda Ltd., this means that strategic use of online promotions and paid media has been successful in reinforcing brand visibility and customer interaction. Additionally, Kiprotich (2023) reinforced that structured advertising campaigns contribute to improved brand recall and conversion rates. The integration of creative messaging with audience segmentation, as discussed by Barker (2021), reflects how advertising has evolved into a measurable and performance-oriented component in digital banking. These insights affirm that advertising is not simply an awareness tool but also a conversion tool that shapes how customers discover and use banking innovations.

Table 3: Technology Adoption Strategy of Eazzy Digital Banking Project

	N	Mean	Std. Deviation
Tool rollout for Eazzy Digital Banking Project enhances operational efficiency and digital service delivery.	167	4.30	.472
Staff training within Eazzy Digital Banking Project increases competency in using advanced digital banking systems.	167	4.29	.482
System use under Eazzy Digital Banking Project ensures reliable performance and accessibility of online services.	167	4.19	.452
Service access within Eazzy Digital Banking Project strengthens customer convenience through integrated technological platforms.	167	4.16	.364
Overall	167	4.24	.443

Source: Research findings, 2026

The findings in Table 3 reveal that the Technology Adoption Strategy has a high overall mean of 4.24, which confirms that the strategy is performing well in the eyes of the respondents. The overall standard deviation of 0.443 is less than 0.5, indicating that the responses are homogeneous and there is a cohesive agreement among the staff regarding the effectiveness of the technology. This high mean score combined with the low variation suggests that the bank's investment in tools, training, and system reliability is universally considered a key driver of success. Consequently, technology adoption serves as a fundamental and stable pillar enhancing the performance of the Eazzy Digital Banking Project.

Technology adoption emerged as a central strategic element, with the responses suggesting the strong integration of tools and systems into the daily operations of the Eazzy Digital Banking Project. This supports the arguments by Mkhonto and Zuva (2024), who explained that institutional readiness and procedural alignment are key to successful digital transformation. The literature further illustrates that technology adoption is more than acquiring tools; it is a structured, ongoing strategy involving staff capacity, system scalability, and seamless

integration (Cham *et al*., 2022). Sestino *et al.* (2021) reinforce the idea that digital adoption requires organizations to align implementation with performance expectations. In the case of Eazzy, the change has been reflected through the integration of advanced platforms and consistent user training, which enhances operational continuity. These digital transformations are not isolated technical upgrades but are fundamental to the project's ability to respond to modern banking needs, as they enable improved customer service, streamlined operations, and enhanced data security.

Table 4: Digital Collaboration Strategy of Eazzy Digital Banking Project

	N	Mean	Std. Deviation
Shared platforms within Eazzy Digital Banking Project improve coordination between marketing and technology teams.	167	4.16	.385
Team updates during Eazzy Digital Banking Project promote effective communication across departments managing digital services.	167	4.10	.358
Joint tasks under Eazzy Digital Banking Project enhance cooperation in achieving common digital marketing goals.	167	4.19	.405
Staff feedback within Eazzy Digital Banking Project contributes to continuous improvement of collaborative work practices.	167	4.13	.433
Overall	167	4.15	.395

Source: Research findings, 2026

In Table 4, the Digital Collaboration Strategy recorded an overall mean of 4.15, falling within the high range, which signifies a strong positive reception of the collaboration efforts. The overall standard deviation of 0.395 is well below the 0.5 threshold, confirming that the data is homogeneous and the workforce is highly unified in their perspective. This consistency demonstrates the effective integration of strategies involving shared platforms and joint tasks into Equity Bank Rwanda Ltd's daily operations. Therefore, digital collaboration is undoubtedly a robust component driving the project's internal efficiency and team cohesion.

The responses recognize the digital collaboration strategy as essential for coordination and execution across departments within the Eazzy Digital Banking Project. This reflects the arguments by Barker (2021) and Okello (2023), who noted that digital collaboration enables real-time communication, joint task execution, and synchronized decision-making. These outcomes are particularly relevant in complex projects where multiple stakeholders must act in unity.

Singh (2023) emphasizes that digital collaboration is more effective when supported by structured governance and communication tools, which facilitate information flow and task clarity. In the Eazzy project, collaboration seems to have reinforced the operational synergy between marketing, IT, and customer service teams. This argument is supported by Mugisha (2022), who highlighted that collaboration tools reduce delays and improve decision timelines in project environments.

Table 5: Digital Research Strategy of Eazzy Digital Banking Project

	N	Mean	Std. Deviation
Data tracking under Eazzy Digital Banking Project strengthens monitoring of customer interactions and service patterns.	167	4.22	.427
Usage reports in Eazzy Digital Banking Project provide information supporting adjustments in marketing activities.	167	4.27	.496
Client feedback collected under Eazzy Digital Banking Project supports improvement of product design and delivery.	167	4.18	.443
Service change decisions within Eazzy Digital Banking Project rely on consistent digital research and performance evaluation.	167	4.29	.457
Overall	167	4.24	.456

Source: Research findings, 2026

As shown in Table 5, the Digital Research Strategy demonstrates high effectiveness with an overall mean of 4.24. The overall standard deviation of 0.456 indicates that the data is homogeneous, showing that the implementation of research strategies is uniform and well understood across the team. These results emphasize that the project's reliance on data tracking, usage reports, and client feedback is not only high but also consistent across the department. Thus, digital research serves as a critical, evidence-based foundation that significantly enhances the project's adaptability and performance.

The feedback on digital research strategy highlights its role in enhancing data-driven decision-making and performance monitoring in the Eazzy Digital Banking Project. Crossan and Apaydin (2021) define digital research as a methodological system that supports procedural rigor and informed decisions, key qualities seen in the project's operations. By embedding research into operational workflows, Equity Bank has improved service responsiveness and long-term project relevance. Cardoso et al. (2024) argue that effective digital research enhances feedback collection and allows iterative improvements, especially in digitally evolving sectors. The Eazzy project appears to have leveraged research to refine digital services based on real-time customer feedback, aligning with findings from Wanjihia (2023), who showed how research systems contribute to traceability and planning. Omondi (2024) emphasizes the importance of digital research in promoting accountability and timely delivery through mobile data and cloud analytics. In this context, Equity Bank's strategy of embedding analytics into digital banking systems reflects a strong institutional commitment to performance optimization through evidence-based learning.

Table 6: Performance of Eazzy Digital Banking Project

	N	Mean	Std. Deviation
The scope of Eazzy Digital Banking Project aligns with its intended operational and service objectives.	167	4.10	.499
The quality-of-service delivery in Eazzy Digital Banking Project meets expected professional and institutional standards.	167	4.16	.541

Timeliness in implementing activities under Eazzy Digital Banking Project supports effective digital service continuity.	167	4.13	.383
Cost management in Eazzy Digital Banking Project ensures efficient utilization of available financial resources.	167	4.25	.432
Overall	167	4.16	.464

Source: Research findings, 2026

Table 6 rates the performance of the Eazzy Digital Banking Project highly, with an overall mean of 4.16. The overall standard deviation is 0.464, which is less than 0.5, indicating that generally, the data is homogeneous and the staff shares a positive view of the project's outcomes. While the overall trend is consistent, specific areas like service quality standards showed slight heterogeneity, suggesting minor variations in staff perception. Nevertheless, the high scores in cost management and timeliness confirm that the project is delivering on its core operational promises and is viewed as a success by the respondents.

The performance responses show that respondents perceive the Eazzy Digital Banking Project as efficient, timely, and aligned with its operational goals. Dyckhoff and Souren (2021) described project performance as a function of resource alignment and procedural consistency elements that are evident in this project's reported outcomes. The operational improvements experienced by Equity Bank mirror the performance dimensions of efficiency, quality, and cost-effectiveness discussed in Springer (2023). Furthermore, Zerihun (2022) highlights that performance measurement must reflect adaptability and sustainability, two aspects clearly supported by the feedback mechanisms, service updates, and customer engagement practices within Eazzy. This underscores that project performance goes beyond meeting targets; it involves a dynamic process of refining services to match user expectations.

4.3 Regression Analysis

This section presents the multiple linear regression analysis conducted to determine the extent to which the independent variables predict the dependent variable. It includes the Model Summary, ANOVA, and Coefficient tables.

Table 7: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.890[a]	.792	.787	.17940	1.608

a. Predictors: (Constant), Digital Research Strategy, Technology Adoption Strategy, Digital Advertising Strategy, Digital Collaboration Strategy

b. Dependent Variable: Project performance

Source: Research findings, 2026

As illustrated in Table 7, the Model Summary provides key indicators of the regression model's fit. The coefficient of determination, R Square, is .792, which implies that 79.2% of the variation in the performance of the Eazzy Digital Banking Project can be explained by the four independent variables (digital research, technology adoption, digital advertising, and digital collaboration strategies). The R value of .890 indicates a strong linear relationship between the predictors and the dependent variable.

Regression results suggest that all digital strategies are related to performance and have distinct predictive strengths, which reflects the findings of Munyaneza (2023) and Rodrigues (2025).

These results emphasize the importance of treating digital strategies as unique contributors, each playing a vital role in performance rather than functioning interchangeably.

Table 8: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.890	4	4.973	155.406	.000[b]
	Residual	5.214	162	.032		
	Total	25.104	166			

a. Dependent Variable: Project performance

b. Predictors: (Constant), Digital Research Strategy, Technology Adoption Strategy, Digital Advertising Strategy, Digital Collaboration Strategy

Source: Research findings, 2026

The ANOVA results in Table 8 assess the overall significance of the regression model. The F-value is 155.406, and the significance value (Sig.) is 0.000. Since the p-value of 0.000 is less than the significance level of 0.05, the model is statistically significant. This shows that using digital advertising, adopting technology, working together, and having research strategies really helps predict how well the Eazzy Digital Banking Project will do at Equity Bank Rwanda Ltd. Zhao and Lee (2022) point out that working together in a supportive environment helps keep performance strong. The collective predictive strength of digital strategies reflects coordinated stakeholder engagement and strategic resource utilization.

Table 9: Coefficients

	Unstandardized Coefficients		Standardized Coefficients			Collinearity Statistics	
Model	B	Std. Error	Beta	t	Sig.	Tolerance	VIF
1 (Constant)	.134	.172		.779	.437		
Digital Advertising Strategy	.188	.049	.204	3.837	.000	.462	2.166
Technology Adoption Strategy	.466	.051	.451	9.137	.000	.525	1.904
Digital Collaboration Strategy	.179	.044	.221	4.068	.000	.444	2.253
Digital Research Strategy	.141	.053	.163	2.660	.008	.344	2.908

a. Dependent Variable: Project performance

Source: Research findings, 2026

Table 9 presents the coefficients for each variable. For digital advertising strategy, the coefficient (B) is 0.188 with a t-value of 3.837 and a Sig. of.000. Since the p-value is less than 0.05, the researcher rejects the null hypothesis and concludes that digital advertising has a significant positive effect on project performance.

For the technology adoption strategy, the B value is.466 with a t-value of 9.137 and a Sig. of .000. With a p-value less than 0.05, the null hypothesis is rejected. This variable has the highest

beta coefficient, indicating it has the most significant positive impact on the project's performance.

For Digital Collaboration Strategy, the B value (regression coefficient) is.179 with a t-value (test statistic) of 4.068 and a Sig. (significance level) of 0.000. The p-value is less than 0.05, leading to the rejection of the null hypothesis. This signifies that digital collaboration strategies significantly enhance project performance.

For Digital Research Strategy, the B value (regression coefficient) is 0.141 with a t-value (test statistic) of 2.660 and a Sig. (significance level) of .008. The p-value is less than 0.05, so the null hypothesis is rejected. Although it has the lowest coefficient among the variables, it still has a statistically significant positive effect on performance.

The multidimensional nature of these strategies reinforces the importance of a holistic approach to digital project management. Empirical findings from Mukesha (2022) and Kiprotich (2023) demonstrate that success is best achieved when strategic, technological, and collaborative elements are collectively emphasized and systematically implemented.

5. Conclusion

The study concludes that the implementation of digital marketing strategies has a profound and positive impact on the performance of the Eazzy Digital Banking Project at Equity Bank Rwanda Ltd. The combination of digital advertising, technology adoption, collaboration, and research creates a comprehensive ecosystem that drives operational success.

6. Recommendations

Equity Bank Rwanda Ltd should increase its investment in digital advertising platforms to further promote awareness of its digital services. This will help in capturing new users and improving service penetration across different customer segments.

Staff capacity building must be maintained and scaled up through regular digital training programs to ensure that employees are equipped with the latest skills and knowledge in digital financial services. This will ensure the workforce remains competent and confident in delivering digital financial services.

7. Suggestion for further research

This study was limited to the role of digital marketing strategies in the performance of a specific banking project in Rwanda, leaving room for further exploration in other critical project management domains. Future researchers should expand the scope by examining other knowledge areas such as the effect of agile project management methodologies on project delivery speed, the role of stakeholder engagement practices on the project, and the effect of risk management on the quality of deliverables.

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