



**USAGE BARRIERS AND EFFECTIVENESS OF SOCIAL MEDIA PLATFORMS
BY SMALL BUSINESSES IN THE CAPE METROPOLE, IN SOUTH AFRICA**

by

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Thesis submitted in fulfilment of the requirements for the degree

**MAGISTER TECHNOLOGIAE: BUSINESS ADMINISTRATION
ENTREPRENEURSHIP**

In the Faculty of Business and Management Sciences

At the Cape Peninsula University of Technology, Cape Town

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Cape Town

December 2016

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ABSTRACT

SMMEs have been touted as the major driver of any economy – they create jobs, reduce poverty level and generally improve the livelihood of a society. Even with these lofty advantages, SMMEs encounter numerous challenges. These range from lack of access to funding, poor education and understanding of small business management practices. Embedded in small business management practice, is the need to undertake proper marketing. Marketing has recently featured as one of the main challenges of small businesses. Lately several marketing channels have emerged in response to this challenge. These channels have been reported to have positive impact on the bottom line of businesses.

This study sought to discover whether social media platforms are deployed within the hospitality sector in the Cape Metropole, Western Cape Province, South Africa, to enhance the growth of restaurants. The study was motivated by the lack of alternative marketing channels using social media platforms, especially in the hospitality industry in the Cape Metropole.

Essentially, to achieve this aim, a survey was conducted of SMMEs with employment capacity of not more than 50 employees, specifically within the hospitality sector in the Cape Metropole. A quantitative methodology was applied, using a self-administered questionnaire, distributed to 100 SMMEs in the Cape Metropole. The method of data analysis was purposive.

The findings of this research indicate that most of the sampled small businesses used social media platforms. The findings also suggest that SMMEs perceived social media to have moderately effective marketing tools, with WhatsApp as the most effective, followed by Facebook and Twitter. The findings suggest that most respondents used the platform to inform their clients about a business promotion; for new product marketing; for customer loyalty, and for socialising with clients. It was found that if the highest percentage, used for socialising, was then channelled towards strategic marketing, it would significantly boost small business marketing capabilities. This could fill the gap of sustainable marketing strategies.

This research contributes not only to literature on the usage of social media marketing strategies, but also importantly provides an alternative to the ailing marketing strategies currently used by small businesses. The findings could

assist small business operators to assess and review their social media platform usage, to maximise the capabilities these platforms could offer.

These findings could also be used to make an informed decision on future programmes and planning by the Department of Small Business Development, when developing new intervention strategies to improve and sustain SMMEs.

ACKNOWLEDGEMENTS

I wish to thank:

- The Holy one of Israel, my God Almighty, for the grace to finish this work
- Professor Chux G Iwu for guidance and supervision of this research
- Dr Norbert Haydam, my co-supervisor
- My beloved wife Mrs Chidinma C Oji, (née Maduekwe)
- Mr Ik Oji for his support
- My extended family and loved ones for their encouragement

DEDICATION

This research is dedicated first to Jehovah El-Shaddai, my wife Chidinma Caroline Oji (née Maduekwe) for her guidance, support, patience and being a mother to fill the gap when I was absent. She was able to bear with me as a wife, friend and lover, throughout the demands of the work.

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GLOSSARY

Abbreviation

Definitions

AVE	Advertising Value Equivalency
ICT	Information and Communication Technology
IMC	Integrated Marketing Communication
Marcom	Marketing Communication
SEDA	Small Enterprise Development Agency
SEO	Search Engine Optimization
SOCIAL MEDIA	Internet-based application
SMEs	Small and Medium Enterprises
SMMEs	Small, Medium and Micro Enterprises
SNS	Social Network Site
Stats SA	Statistics South Africa
ROI	Return on Investment

CHAPTER ONE

BACKGROUND TO THE RESEARCH

1.1 BACKGROUND AND PROBLEM STATEMENT

Entrepreneurship is the ability and process of mobilising, as well as risking resources, to take advantage of a business opportunity; or, the ability to introduce innovation that will meet human needs for products and for service satisfaction. The process thus enables the owner to make ends meet, and to maintain profitability. This definition also includes the activity of those who take over an existing small business (Du Toit, Erasmus & Strydom 2007:42; Rwigema & Venter 2004:5; Greve & Saleff: 2003:1-22).

With the high rate of unemployment in South Africa, small, micro and medium enterprises (SMMEs) have become important stakeholders in the area of job creation and employment opportunity; they impart entrepreneurial skills, and are critical to economic growth (Fan, 2003:9; Falkena, Blottnitz, Coovadia, Davel, Madungandaba, Masilela & Rees, 2001:13). In South Africa, SMMEs are regarded as one of the key drivers of the economy, with an estimated 70% of the labour force in the private and informal sector (Mboniyane, 2006: 1).

According to Bizbook, cited by Bruwer and Watkins, (2010: 3550-3555) despite the value which entrepreneurship and small businesses add to South African economy, studies still show that the failure rate of SMMEs in South Africa ranks as high as 70-80%, and that most small businesses struggle to survive their first five years. In the study by Falkena et al. (2001: 58-59), it was revealed that small businesses often do not get financial support in the form of credit to boost their business in South Africa, despite the key importance of micro- financing to support entrepreneurship. In South Africa, micro-financing could leverage the early survival of small businesses, when they are at risk of failing.

Also in South Africa, a lack of marketing strategies and skills has been found to contribute to business failure. The idea that marketing must be done to support the growth of business, is lacking, causing businesses to fail. (Scheers, 2010:5055-5056). In fact, in the United Kingdom it was found that small business could achieve growth through entrepreneurial marketing style; however, the study showed that owner / managers should not implement marketing strategy

without considering how it contributes to the current business organisational structures (Chaston, 1997: 814-814).

Furthermore, a survey done in Pakistan revealed that poor financial management, operations management and human resource management also caused small business failure; however the survey identified an integrated approach to marketing, customer focus and market focus as key to the growth of small businesses (Shafique, Rizwan, Jahangir, Mansoor, Akram & Hussain 2003:90).

In the United states, Leung (2012:175-184), researching marketing effectiveness in hotels, showed that the Facebook page has changed the way people communicate with others, and also changed the way companies attract and retain their clientele, by promoting their businesses on the platform.

Similarly, in South Africa, research by Stow (2012:54-59) on the effective integration of multiple communication systems, including social media, found that social media integrated marketing systems could allow for a two-way communication pattern, and then build clients' communication, which results in the loyalty of clients over a broader range of products and services.

Fanenbruck (2010:1) in the Netherlands, on the use of social media platforms to mobilise people for protest action in United Kingdom, found that the Twitter and Facebook platforms of protest participants were confirmed as effective in three ways: interactivity, awareness and mobilisation.

Another study in the United States, by Vonderschmitt (2012:48-49) on the use of social media platforms, found that Facebook could enhance political campaign dialogue, to support donations, and volunteer functions with promotional capabilities, to help reach out to more constituencies. At the same time, twitter allows politicians to update other twitter users with information.

Though the above studies focused on the use of social media as a communication tool to mobilise a political campaign and a mass protest, it is important to note that the platform was used to reach out to a targeted audience, and such strategies could be applied by small businesses to reach their clientele. Small business has an economic role to play in South Africa, but one of the issues affecting its sustainable growth, is the lack of effective marketing strategy.

Therefore, it is imperative for the proposed study to be tested in South Africa, and this researcher has chosen the Cape Metropole.

1.2 RESEARCH PROBLEM STATEMENT

Several studies have been conducted on the failure of small businesses. One of the most significant causes, according to these studies, is that marketing strategies that should be shared and implemented by businesses in South Africa, seem to be lacking, thus causing business failure. Scheers (2011:5056) also established that the marketing challenges of business contributed to its failure rate in South Africa. Confirming this, Radipere and Scheers (2005:402) stated that the entrepreneurs' general lack of business strategies, such as marketing strategies needed to operate their businesses successfully, were lacking. Insufficient marketing strategies and misreading customer trends, among other factors, also cause small business failure in South Africa (Brink, Cant & Lighthelm, 2003). Until recently, attention has been focused on alternative ways to aid the ailing small business sector. Looking back on these challenges, there is a need to understand how small businesses may come to accept other relevant marketing channels to grow their business, for example, the use of social media platforms.

Few studies have been conducted on the use of social media marketing communication channels regarding the growth of small businesses in the Cape Metropole, especially within the hospitality sector. In the Western Cape, van Niekerk (2014:188) described how the use of social media as a promotional marketing mix was a vital aspect of marketing strategy in a star graded accommodation establishment.

The literature indicates that there is gap of knowledge that needs to be filled by marketing research. As a result, social media has been regarded as a likely remedy to support the growth of small businesses. The problem statement and focus for this research, is that small businesses in the Cape Metropole, South Africa, are perceived to be failing, due in part to their lack of effective use of a social media channels. The outcome of the study will lead to small businesses taking advantage of the capability of social media platforms, to formulate decisions on their marketing strategies, and to enhance business growth in that way.

1.3 STATEMENT OF PURPOSE

The main aim of this study was to determine whether small business owners / managers, utilize social media marketing platforms, such as Twitter, Facebook and WhatsApp to support the growth of small businesses in the Cape Metropole. Bearing in mind that there is about 91 leading social networks worldwide, and in 2013 about 73% of the United States' population used at least one social network for communication (Mehra, 2015).

The other sub-objectives are as follows:

1. To discover whether social media platforms are being used for the growth of businesses.
2. To determine the effectiveness of social media platforms when used by the owner / manager for the growth of the business.
3. To identify how often small business owner / managers use social media platforms for the growth of their businesses.
4. To identify the factors that might inhibit the small business owner / managers from using social media platforms to support the growth of their businesses.

1.4 RESEARCH QUESTIONS; SUB-QUESTION AND OBJECTIVES

1.4.1 Research questions:

The study's main research question was: Do small businesses in the Cape Metropole utilize social media platforms for the growth of their businesses?

1.4.2 Sub-questions

The research sub-questions were as follows:

1. What social media platform is used for the growth of your business?
2. How effective are the marketing strategies of the social media platform, when used for the business?
3. How often are social media platforms used for the growth of the business?
4. What factor could inhibit the small business owner / manager from using social media platforms to support business growth?

1.5 RESEARCH DESIGN

1.5.1 Empirical study

Research design requires that the application of the experimental variable should be measured on all the relevant variables within a time frame devoid of any manipulation by the researcher and the research instruments (De Vos, Delport, Fourie & Strydom 2011:144). Given that the main aim of this research was to determine whether small businesses in the Cape Metropole use social media platforms to support the growth of business, a positivist paradigm was used. This approach was adopted to make it possible to apply necessary checks on the subject, to avoid personal judgement and emotions which might confound the results (De Vos, et al. 2011:309-311).

1.5.2 Method of sampling

A purposive method of sampling was used to select 100 small businesses from the hospitality sector (restaurants) in the Cape Metropole, using the non-random sampling technique. This method was suitable for this study because it involved selecting samples from the part of the population which had the characteristic of the population to meet the objective of this study, and which were accessible to the researcher, to achieve a quick result and to minimise cost (Maree 2007:178).

1.5.3 Data collection, data analysis and interpretation

Given the objective of the researcher to gather information relating to usage of social media platforms to support the growth of small businesses in the Cape Metropole, primary data was collected from the owners and managers of the selected small businesses through a self-administered questionnaire. The approach of using a survey was aimed to obtain facts on the subject matter from people who were informed about the context (small businesses). Questionnaire surveys are popular when a huge volume of information must be obtained from a large number of respondents in a short space of time (Brynard & Hanekom, 2006:46). The data collected was analysed by using descriptive statistics, to support the findings of the study logically.

1.6 ETHICAL CONSIDERATIONS

A study of this; involving humans and the need to treat their participation with the requisite integrity, approval was first obtained from the Cape Peninsula University of Technology Faculty of Business Ethics Committee, before the data

was collected. Ethical considerations required that the respondents of the study should be protected from any potential implication that might violate their right of voluntary participation in this research (Maree, 2007:41-42).

1.7 VALIDITY AND RELIABILITY

To ensure validity and reliability, the survey instruments were reviewed by five academics with experience in questionnaire design, to check the questionnaire for any possible discrepancies. Following the outcome of their review, the questionnaire was adjusted to achieve the aim of the study.

1.8 DELINEATION OF THE RESEARCH

This study was limited to SMMEs in the hospitality sector, mainly restaurants that employed fewer than fifty people, in the Cape Metropole. Only the business owners and managers were approached to participate, as decision makers of the small businesses. The study analysed the usage of social media platforms to support the growth of small businesses in the Cape Metropole in South Africa. The social media platforms used for this study were Facebook, Twitter and WhatsApp. The decision to use these social media platforms was based on the researcher's perception of the platforms' status and usage.

1.9 THE SIGNIFICANCE OF THE STUDY

This study's findings are important to decision-makers of SMMEs, informing them about the use of social media platforms to support the growth of small businesses. The decision-makers could then be informed about the social media sites' perceived effectiveness, and which factors inhibit the use of social media marketing. Consequently this should enable business owners of SMMEs to reflect on their own use of social media platforms to date, and to decide whether to change, continue with their present usage pattern or to improve, using these findings. This study's recommendations should benefit small business decision-makers in various ways to avoid the factors that inhibit the uptake of social media marketing strategies by small businesses. The Department of Small Business whose responsibility it is to promote small business in South Africa will benefit from knowing which marketing strategies are cost-effective. This would support

the National Skills Development Strategies to prevent further failure of small businesses.

1.10 LIMITATIONS AND CONSTRAINTS

This study focused only on restaurants in the Cape Metropole, as well as the following social media platforms: Facebook, Twitter and WhatsApp.

The hospitality sector; specifically restaurants, are known to be very busy. Thus, owing to the participants' busy schedules and a lack of willingness amongst some of the respondents, the researcher visited the respondents a number of times to encourage them to participate in the survey and to respond to all the questions truthfully when completing the questionnaire. There were other participants who were non-chalant and subsequently were reluctant to participate in the study. One of the disadvantages of the questionnaire survey method is a low response rate, which may escalate to a non-response bias, undermining the logical empirical status of the results. To avoid a low response rate, the researcher drew up a short questionnaire consisting of pertinent closed-ended questions for the survey (De Vos. et al. 2011:188).

1.11 CONTRIBUTION OF THE RESEARCH

This research aimed to fill a gap in the use of social media platform to grow small businesses in South Africa. While much research has been conducted on the use of social media marketing in developed countries, little research has been done in South Africa (Matikiti et al., 2012:194). Therefore, the findings of this study should add to knowledge about the use of social media as a marketing tool in the unique context of small business.

The next chapter discusses the literature on the use of social media as a marketing tool for small businesses.

CHAPTER TWO LITERATURE REVIEW

2.1 INTRODUCTION

This chapter calls to attention previous literature on the marketing strategies and capabilities offered by social media. It further seeks to highlight and examine the gap that exists between the effectiveness of marketing strategies, and the literature available about the use of social media platforms for marketing. This chapter also enquires into how often the various platforms are utilised. It is also valuable to gain information about which factors might inhibit the use of social media marketing to develop and support small business.

A good starting point is to define the concept of social media as well as the three social media platforms identified in the previous section, followed by the definition and description of a small business. This chapter includes a comparison of the challenges faced by SMMEs in South Africa, with those occurring in other countries, with a special focus on the marketing skills challenges related to the use of social media. The chapter concludes with the gaps identified by the literature, which helped the researcher to formulate the research questions pivotal to this study.

2.2 DEFINITION OF SOCIAL MEDIA (FACEBOOK, TWITTER AND WHATSAPP)

The focus of this study is to establish whether social media platforms are used to support the growth of small businesses. The definitions of the social media platforms which may facilitate small business growth will be articulated in this section.

Boyd and Ellison (2008:1) define social media as any web-based applications that allow an individual or group to create a profile and connect systematically with others who are on the platform. In addition, Chu and Kim (2011:47-48) define social media as part of an ICT-based application – internet communication technology – built on the ideology and technological precept of Web 2.0, that allows the creation and exchange of generated content. They also suggest that social media is a virtual platform that allows and facilitates the simultaneous interaction of those who use it. The different social media platforms of Facebook,

Twitter and WhatsApp are the ones which were the focus of this research. The motive for this choice is the contemporary popularity of the applications.

According to Lim (2010:5), Facebook is a networking platform that gives users a plain platform for conversation, to share photographs and connect with friends who are on the platform that links the user to the web. In the same vein, Lim (2010:5) defines Twitter as a miniature blog where information is posted to keep people informed.

WhatsApp, on the other hand, is defined by Church and Oliveira (2013:252) as a mobile instant messaging (MIM) application that allows smart phone users, with the convenience of a mobile data plan, to send and receive text messages to individuals or groups of people at little or no cost and also enables users to receive location information, images and audio visual materials. Furthermore, Bouhnik and Deshen (2014:217) identify WhatsApp as an “ubiquitous” smartphone application, powered by an electronic operation system that enables users to engage in a raised level of smart communication.

According to Mulero (2012:1-9), social networking has been in existence since creation, with the transfer of knowledge from one person to another as its foundation. In the 21st century, when people talk about a social network, what comes to mind is Facebook and other social sites, but social network exploration started as far back as the 1990s, with broader internet usage known as the Bulletin Board System (BBS) at Friendster. Mulero (2012) explains how marketing has become more powerful for businesses and clients that use social network sites; social network cost effectiveness has outweighed the traditional types of marketing, making social media a more accessible channel to reach prospective buyers. Many small businesses have adopted social media for marketing because it is a faster and cheaper way of marketing when compared to the traditional methods of advertising. Mulero (2012) describes how, despite the growth in the use of social networking, South African consumers and businesses have unfortunately not exploited the maximum potential of these networks, compared to their counterparts in developed countries. Social network marketing is part of e-commerce which deals with online marketing and advertising, customer relations management, portals, hubs, online auctions and e-tailing (Mulero, 2012).

2.2.1 Social media channels capabilities

Social media is growing in landscape with the increase in number of businesses using social media applications. The uptake in social media as a marketing tool could produce many fresh areas in social networking advertisement with the potential to totally modify the framework of online advertisement (van Niekerk 2014:43-44). Nevertheless, various benefits and weaknesses could be envisaged for businesses that wish to use social media for integrated marketing communication. Therefore, there is a significant need for businesses to understand the advantage and disadvantage of social media usage in their business. Considering the gains and pitfalls could assist businesses to adopt social media effectively so that they can beneficially attract new clientele, persuade them to purchase, build relationships and finally reach organisational marketing objectives (van Niekerk 2014).

Certain benefits exist when utilising social media platforms for marketing purposes. These are explained in the next section (Haataja, 2010:22; Marken, 2009:10 & Powys 2012:2).

2.2.2 Usage and benefits of social media channels

- Social media is an effective platform to building and sustaining relationships with clientele or potential customers through engagement and informative communications.
- The two-way communication nature of social media, provide possible opportunity for feedback from both user.
- Social media viral-promotion permits information to be channelled to customers faster.
- The platform is a cost-effective way of promoting and marketing brand or image awareness.
- Social media offers view of consumers' perceptions, which permit organisation to for-see potential trends or obstacle.

- The platforms could generate effective virtual drive for products.
- Social media offers a unique opportunity to connect with friends, colleagues and customers to gain possible feedback and also learn from them.
- The platforms allow for speedy, simple and effective ways to reach large audiences and for businesses to be informed regarding social awareness and clientele behavioural patterns.

Lastly the platforms allow for personal contact and relationship building with customers (Haataja, 2010; Marken, 2009 & Powys 2012).

2.3 DEFINITION OF SMALL BUSINESS

Small businesses can be defined in both qualitative and quantitative ways. The definition of small business varies across regions and countries and fits the needs and conditions of each location. This section refers to definitions from developing countries, with small businesses developing in step with local economic growth.

SME Corporation Malaysia (2013:1-2) defines a small business by size of operation: a micro enterprise with an annual sales turnover of less than 300 000 Malaysian ringgit, and not more than five full-time employees. In addition, it is defined as a business with an annual sales turnover of between 300 000 and 15 000 000 ringgit, with between five and 75 permanent staff in manufacturing sectors.

In Zimbabwe, a small business is characterised as a registered enterprise with an employment capacity of not more than 50 people, and assets of less than three million Zimbabwean dollars. In the case of a medium enterprise, it should have 75 -100 employees, with a financial capital of 7 to 12 million Zimbabwean dollars (Chingwaru, 2014:42-43). With respect to SMEs in Zimbabwe, Chingwaru (2014) defines SMMEs as enterprises with not more than 75 employees, with fixed assets of not more than 500 000 Zimbabwean dollars.

In Nigeria, SMEs are categorised into micro- and medium enterprises. A micro business is an entity with fixed assets of not more than ten million naira, a staff complement of not more than 30 full-time employees, and an annual turnover of less than two million naira (Onugu 2005:28). However, small enterprises are entities with a total capital of ten million to 100 million naira, excluding property, and an employment capacity of between 11 and 70 people. Small businesses, on the other hand, have an annual turnover of more than ten million naira, with assets worth between 1 000 000 to 300 000 000 naira; a workforce of between 75 and 200 people, and an annual turnover of not more than 20 000 000 naira (Onugu 2005).

Abor and Quartey (2010:220-221) define SMEs in Ghana as firms with less than ten employees, with fixed assets in the form of plant and equipment, excluding property and vehicles, not exceeding ten million Ghanaian cedis. However, the value of fixed assets could depreciate over time, and the depreciation of Ghanaian cedis against major trading currencies sometimes makes such definition obsolete. Abor and Quartey (2010) further characterize small enterprises in the Ghanaian context in three main groups: a micro enterprise as an entity with less than five staff members, a small enterprise with ten to twenty-nine employees, and very small enterprises as those entities with a workforce of only six to nine people.

The most general definition of SMEs in the South African context is according to the National Small Business Act no. 26 of 2003 and 2004, which defines the SMEs thus: a separate business enterprise which includes a corporate entity, and non-profit organisations, managed by an individual owner or more persons, with its branches or subsidiaries fitting into any sector of the national economy (National Small Business Act Amendment No 26 of 2003).

The Act further articulates four categories with which to define small businesses in South Africa. These include the number of employees and the annual turnover, excluding the gross asset fixed property of the enterprise.

A medium enterprise is defined as having fewer than 100 or 200 staff members, depending on the industry, with an annual turnover of less than R4 million or R50 million. It is important to note that small businesses in South Africa are categorised into specific groupings as follows: micro, very small, small and

medium, thus the use of the terminology “SMME” for small, medium and micro-enterprises (National Small Business Act Amendment no 26 of 2003).

Micro-enterprise refers to an entity whose turnover is usually less than the annual VAT registration limit, which is R150 000, and with employment capacity of not more than five people, according to the National Small Business Act Amendment No 26 of 2003.

Small enterprises, on the other hand, usually have not more than 50 employees, with annual turnover of less than R22 million or R25 million. A small enterprise may do more complex business (National Small Business Act, Amendment No 26 of 2003).

Very small enterprises are enterprises with employment capacity between six and twenty full time employees, with annual turnover from two hundred thousand to five hundred thousand rand depending on the National small business Act Amendment No 26 of 2003.

Table 2.1: Classification of SMMEs in South Africa

<i>Size of enterprise</i>	<i>Number of staff</i>	<i>Annual turnover (Rand)</i>	<i>Total gross assets without fixed property</i>
<i>Medium</i>	Less than 100 or 200 employees, based on the industry	Less than R4 million or R50 million, depending on the industry	Less than R2 million or R18 million depending on the industries
<i>Small</i>	50	Less than R2 million or R25 million, depending on the industry	Less than R2 million or R4.5 million, depending on the industry
<i>Very small</i>	Less than 10 or 20, depending on the industry	Less than R200 000 or R500 000, depending on the industry	Less than R150 000 or R500 000, depending on the industry
<i>Micro</i>	5	Less than R150 000	Less than R100 000

SOURCE: NATIONAL SMALL BUSINESS AMENDMENT ACT NO 26 OF 2003

Small businesses will be classified for the purpose of this study as shown in table 2.1. The focus will be on Small, Very Small, and Micro Enterprises as shown in Table 2.2. These enterprises employ less than fifty people.

Table 2.2 Categories of small businesses focused on in the study

<i>Category of Enterprise</i>	<i>Description</i>
<i>Micro enterprise</i>	1-5 to staff members
<i>Very small</i>	6-20 employees
<i>Small Enterprise</i>	21-50 workers

Source: National Small Business Amendment Act No 26 of 2003

2.3.1 The importance of small businesses in South Africa

SMMEs play an important role in job creation and employment to stimulate the country's economic growth (Fan, 2003; Falkena et al. 2001).

Agreeing with this point, the Department of Trade and Industry (DTI) (2005:7) emphasised that millions of South Africans are being absorbed into jobs created by SMMEs; they emerge as the hub to boost South Africa's economy, serving as a mechanism for pushing sustainable and equitable growth and as the conduit that will unlock the desired economic growth (Edmore 2011:15). Furthermore, 55% of job opportunities in South Africa are created by SMMEs: with the unemployment problem facing South Africa due to job scarcity, SMMEs have created up to 11.6 million employment opportunities, which led to the creation of about six million jobs (Ramukumba, 2014:20).

According to the DTI in 2012, (cited by Ramukumba, 2014:21-22) South Africa has more than 800 000 SMEs, which alone contribute up to 50% GDP with the estimated employment labour force of about 60%. Hence, SMEs are key to economic growth, considering their unique ability to create employment opportunities. The sector has 82% in micro-enterprises (survivalist), with only about 300 000 South African businesses employing five or more people, while medium size enterprises employ the most people in the business environment, notwithstanding the productivity level.

2.3.2 The challenges of small businesses in South Africa

Petrus (2009:74-75) found that a combination of factors, namely poor access to the market, and deficient marketing strategies, was a leading cause of small business failure in South Africa. In addition, a lack of human resources and skills development, and a lack of business acumen about issues such as marketing, are contributing to business failure in South Africa (Soni, 2005:3).

Chimucheka (2006:13) noted that the difficulty of gaining financial support from relevant financial institutions, as well as a lack of entrepreneurial skills and education, are part of the small business challenges in South Africa. SEDA (2005:49-50) revealed in a government paper that a lack of entrepreneurial skills and strategies to manage SMEs is an integral part of the challenges experienced by small businesses in South Africa.

Cant and Wiid (2013:714) found that the lack of a good business plan during the start-up stage, and the ability to understand the marketing information trend - external and internal factors contributed to SMEs' failure. Furthermore, Smit and Watkins (2013:6328) explained that poor managerial skills, lack of education and basic business training, as well as a lack of knowledge of marketing trends, all contribute towards small business failure. Poor market access and the failure to observe and implement some risk management strategies to avert internal and external risk factors, further increase the potential for failure of small business in South Africa.

Fatoki (2014:1-5) in yet another study in South Africa on small business challenges, revealed that internal factors that affect small businesses were: poor management experience, lack of business planning, poor attitude towards customers, and poor staff training. Scheers and Radipere (2007:90) found that management and business skills which were important to small business growth were lacking. Therefore, improving the managerial skills of the business owner/manager is a contribution to the growth of small business. Similarly Ntsika (2011) cited by Ramukumba (2014:24-25) stated that a lack of exact technology, low production of goods and services, the inability to produce quality products, lack of market access, and poor client relations, as well as a lack of managerial skills, decrease the success rate of small business in South Africa.

The above challenges are not particularly gender biased. For instance, the DTI (2005:10) stated that women entrepreneurs in South Africa lacked skills and

education, despite gender discrimination in the business environment, which lead to women entrepreneurs' business failure.

2.3.3 Small business challenges in other countries

In a comparative study that researched small businesses in Nigeria and the United Kingdom, Ihua (2009:206) revealed that poor management was the main factor responsible for small business failure in the United Kingdom, while external factors such as poor economic status and inadequate infrastructure were part of the factors that influenced business failure in Nigeria. The respondents also agreed that other negative financial indicators remained: poor and inadequate planning, and poor marketing and sales, amongst others.

Additionally, research conducted in Nigeria by Okpara (2011:166-167) revealed that a lack of proper management skills was a key inhibitor to small business growth in Nigeria. Yet another study in Nigeria, by Adisa, Abdurraheem and Mordi (2014 6-8) revealed that a lack of management and business skills, owner/manager inability to distinguish business capital and personal saving, as well as poor business record keeping and lack of basic infrastructure that support business success, are amongst the challenges of small businesses in Nigeria.

In Uganda, Kazooba (2006:32-34) found that a lack of effective business management, during the incubation stage of the business, along with the lack of planning and business skills, were reasons for business failure. Kazooba (2006:32-34) also revealed that fewer than 30% of the respondents reported having a formal business plan prior to start up, while 37% did not plan at all. Half of the businesses in the study failed because of a lack of, or limited business plan, poor marketing, poor management skills and other environmental factors. Soo-Lee, Rogoff, and Puryear, (1996:11) reported that black business operators who have no prior marketing and management skill in the United States may encounter challenges. Similarly Shafique et al. (2003:90), found that poor management of finances, operations and human resources were factors that caused small business failure. The studies reported so far show similarity in identifying the causes of small business failure; however, the researcher cannot infer that those causes are necessarily related to South Africa, because each country has its unique challenges.

2.3.4 Marketing skills as a challenge of small business

Radipere and Scheers (2005:4) found that a lack of proper marketing and managerial skills impacted negatively on small business survival in South Africa, while effective marketing strategies enhanced the possibility of growth (Brink et al. 2003:19).

According to Clay (2005:85) other challenges of small businesses include a lack of entrepreneurial skills such as marketing, business planning, price haggling, time management, financial and general management skills. Additionally, marketing strategies that support customer satisfaction were considered non-existent, thereby affecting small business growth (Scheers, 2010:5055).

Richardson, Howarth, and Finnegan (2004:68) revealed that Ethiopian, Tanzanian and Zambian women in business experienced tough marketing challenges compared to their male counterparts, because of their inability to use other promotional and marketing strategies and being unaware of information sources that could assist them in market-related problems. Many women entrepreneurs lack the necessary techniques of price haggling with customers and suppliers. Most of them rely only on word of mouth, thus facing both social and practical problems when trying to access non-local markets (Richardson et al., 2004).

In Europe, another survey found a debilitating lack of strategic marketing, which is required to help businesses identify their customer base. To inform customers of their prices, in a competitive environment, could be important to the business growth (Avoiding Business Failure 2004:15). Radipere and Scheers (2005), Scheers (2010) and Clay (2005), were unified in theorising that a lack of positive marketing strategies is a considerable contributor to small business failure.

CHAPTER THREE

COMPARATIVE STUDIES ON SOCIAL MEDIA

3.1 PRIOR STUDIES ON THE USE AND EFFECTIVENESS OF SOCIAL MEDIA FOR THE GROWTH OF BUSINESS

In a unique American study, Brown (2010:34) found that 51% of the respondents used Facebook while 67% used Twitter to buy what was posted on the company social media account, which they followed as fans of the company.

In a recent study in the United States, on the impact of social media on New York restaurants, Chua (2013:3) revealed that restaurant operators could use social media applications to attract customer rating of their restaurant services, which would lead to optimum revenue generation. Another survey in the United States revealed that 94.5% of the respondents agreed that social media was used for learning something new, to influence other users about bad companies and products, to avoid negative impact that could hinder business growth (by sharing information about a product), to send a warning message, to connect with others on the network, and to entertain or create something new through the network (Yi Wu, 2013:8).

Social media was used for positive business marketing transactions in the restaurant industry in the United States, according to Brown (2010) and Chua (2013). Yi Wu (2013) delivered a study that was conducted in the public relations industry, on how social media was used for new learning, to inform and influence other users to avoid companies with bad products, through information sharing.

Wright and Hinson (2008) in a study on the use of social media for internal and external communication among public relations executives in America, stated that 61% of the respondents agreed that Facebook and other social network sites had enhanced public relations communication between organisations and their clients. The platform thus influences news output more than the traditional media system; similarly, social media helps organisations to respond immediately to their clients, at a minimal cost.

In yet another online survey on the use of social media for crisis planning in the United States, Wigly and Zhang (2011:6), found that out of 251 respondents from

the Public Relations Society of America, 82% of them confirmed that their organisation used social media to achieve organisational goals.

Cox (2012:54-67) revealed that Facebook was identified by small business owner/ managers in the United States as a viable marketing tool to grow a business, because the platform could be used for customer engagement. Likewise 99.01% of the respondents agreed that the platform assisted them to build and maintain relationships with their clients, and also grow and update their clientele base.

Subsequent to the above, studies conducted later (Wigly and Zhan 2011) in the United States are in agreement with (Wright and Hinson 2008) that Twitter and other social media were used by public relations practitioners to communicate with their clients, and to respond instantaneously, which went a long way in assisting the organisation to achieve organisational goals. Cox (2012) was also in agreement, stating that Facebook was an effective marketing tool for customer engagement, to maintain relationships that supported clientele growth.

Rogers (2012:10) found that the use of social media as a communication channel by American libraries helped to attract new library clientele. Those libraries which adopted the use of social media for communication, were able to access the unlimited communication capabilities that the platform presented.

In yet another survey, Neti (2011:11-14) found that 52% of businesses and corporate organisations surveyed in India used social media tactics to reach out to customers, because of the exponential growth potential. It helped to expand the social media network of customers who could discuss, comment, participate, share and create the same business ideology that would lead to business growth. Moreover, the survey revealed that social media platforms had been deployed by small business brands and public relations businesses for corporate organisations, and that small businesses were the biggest beneficiary that utilised social media platforms.

Wright and Hinson (2012), and Neti (2011) were in agreement that social media could be used to engage with internal and external stakeholders in a credible and sincere manner to grow a social media network of clients. Rogers (2012) found that the use of social media by American libraries attracted new library

clients, and so it is evident that social media could be used for both public relations and customer relations. These findings might not be generalisable to South Africa because the studies were done in United States.

To communicate marketing messages through social network sites (SNS) is a simplified process that is cost effective as a brand and marketing tool, makes it easy to maintain existing customers and to attract new potential customers. Hotel reservations in the United States have increased through social network channels (Seth 2012:13).

In the United States, Hsu and Ting (2013:11-12) revealed that a Facebook page of hospitality industry respondents, was used for communication to potential customers, through effective use of Facebook features. It aimed to increase fans, customers, advertising, marketing and sales indirectly, by posting informative updates, responses to comments and reaching out to people with new posts, also had a positive impact on the network.

Social media empowers business owners in different ways, such as being able to engage with customers who are looking for advertisements and customer relations messages. It also allows customers to benchmark product prices with other competitors at any point on the mobile device, as well as to send negative or positive messages on the platform, to inform other customers, which will in turn add value to the business (Malthouse, Haenlein, Skiera, Wege & Zhang 2013:278).

Hsu and Ting (2013) echoed the study of Seth (2012). Both studies concurred, that social media was used for marketing and to engage with potential and existing hotel customers in a cost effective way. Malthouse et al. (2013) stated that social media assisted business owners in many ways other than communication engagement with customers. Social media platforms were used by customers to benchmark product prices on mobile devices at will. Although the studies were conducted in the hospitality industry in the United States, this outcome may not be the same as in the South African context.

In a similar study in United Kingdom, social media was used for other purposes rather than marketing, though with specific strategies that were applied, including

making regular posts on platforms and providing information that could be useful to the client, hence the strategies also allowed for networking with other businesses and clients (Jackie Carter for Enterprise, 2014:23).

In New York, a recent study by Mohr (2013:20), suggested that Facebook and Twitter platforms of people who participated in the fashion week exhibition, source information was provided before and after the fashion exhibition through social networks, which informed business decisions about the fashion and products on display.

In yet another study done on hospitality industries, in the United States, it was revealed that social media was not just about connecting to people, but it played an important role in marketing, client interaction and sending messages. Social media channels in hospitality industries could impact positively, because potential hotel clients are being influenced by what is on the social media (Lim 2010:31-33).

Jackie Carter for Enterprise (2014) focused on social media tactic that could provide regular feeds on the platform, for networking with other businesses and clients. The study by Mohr (2013) was conducted with the focus on the use of Facebook and Twitter on design industries in New York. Both studies were in agreement with Lim (2010), suggesting that social media assisted participants to make informed business decisions on the fashion exhibition. All the studies evaluated the capability of social media in networking, marketing and engaging with clients. However, the studies were conducted in developed countries, therefore the findings might not be generalisable to developing countries.

In a United States survey on four-star hotels, Rosman (2013:23) asserted that the respondents' hotels had not unlocked the potential of social media platforms. He further mentioned that the platforms were underutilized because of a lack of projected marketing communication. This implies that hotels should effectively use the of social media channels, to fully maximize the potential benefits of social media platforms.

In yet another United States survey on hotel branding, Leonardo (2013:6-12) pointed out that American business travellers used social media to engage with the hotels and also used the platform as a corporate booking tool, where updates

and local information could be posted. Carscaddon and Chapman (2013:19) further found that Twitter provided a platform of new connections with library users, to share information and build a communication network plan. Edman (2010:94-95) described how Twitter was used to publicise and direct clients to articles on a website, and also pointed out that organisations used the platform for customer relations, and the promotion of products. Again, the studies reviewed thus far were conducted in the United States and may not be generalisable to the South African context.

According to Rinaldo, Tapp, and Laveria (2011:10-11), students in the United States who adopted Twitter as a communication channel, increased the flow and exchange of information with their lecturers. At the same time, the Twitter platform supported the objective of online access to information related to their courses. It seems that the platform may potentially benefit professional goals, because it facilitates connections with others in the same network. Twitter also has the ability to support student's academic engagement and communication in general, which leads to satisfaction of their course objectives.

Studies by Rinaldo et al. (2011) and Guy (2012) confirmed that social media could be used in the education sector in the United States, among lecturers and learners, for academic engagement and information sharing. This essentially positions Facebook as one of the internet-enabled tools that allow educators to collaborate and engage with their peers, and also to provide effective course content to students.

Jurisova (2013:410) in Slovakia suggests that social media is often used as a source of information sharing for the spread of intellect as well as to change individual or group perceptions and opinions. Social media forms an essential part of modern marketing communication that help to create new business opportunities and develop a strong market position that might change the consumers' behaviour. Notwithstanding this, platforms like Facebook and Twitter offer a good medium for advertising that leads to business growth. Consumers depend on information from social media, but they still prefer to trust the information recommended by friends and family on those platforms.

In a related study, Rudloff and Frey (2010:92-95) in Sweden stated that a social media channel is a cost effective, simple and fast way to communicate with customers and stakeholders in a business environment. Moreover, it was used for market analysis and dialogue with the customers, and attracted sales with business growth potential. The author advised that companies should be guided by some rules such as structured organisational communication and the objective of what such communication should be and the principal for such communication before implementing the use social media platform.

In the Netherlands, a study by De Vries, Gensler and Leeflang (2012: 83) pointed out that social media is a channel that allows for engagement and relationships with customers through brands, with designed fan pages on the network, where customers can indicate that they like the brand and may comment on the brand post. In this way, any positive post for a product could be amplified through the number of positive likes on the network, which in turn could lead to more customer awareness.

Although the above studies revealed some new insights, Frey and Rudloff (2010) advised that organisations should be guided by internal rules, by defining the aim of the communication, before adopting social media platforms. In a clear departure, De Vries et al. (2012) pointed out that social media was used for brand engagement and relationship building with clients, because it allowed the client to like the brand and to comment on the brand post, which is a positive sign of awareness on the platform.

A more recent study in Dubai revealed that social media could be an active platform to engage with customers through invitation and to persuade the customers as part of excellent customer relations management. This effectively brings the customer closer to the brand, more than can be achieved by simply promoting in a general way on the platform. Social media allows customers to evaluate the product and then share their experience with others on the network (Rafiee & Sarabdeen, 2013:933-939).

In a study conducted in Bahrain, Shafeeqa and Selwin (2014:8-22) found that Facebook, Twitter and WhatsApp not only supported growth and profitability, these media also changed the communication strategies of SMMEs. However,

the study pointed out that Twitter did not impact profitability because it is meant mostly for news. The researchers advised that entrepreneurs should find ways to make Twitter more profitable for businesses (Shafeeqa & Selwin, 2014:8-22).

(Shafeeqa and Selwin 2014) presented similar findings to those of Rafiee and Sarabdeen (2013), agreeing that social media could be an active platform to engage with clients on customer relations, through effective communication that could be utilised as a marketing strategy, but with enhanced capability by virtue of its global reach. Although the studies are recent, they were conducted in a different economy, therefore the findings may not be generalised to South Africa.

In Australia, a study conducted by KPMG found that 80% of the respondents confirmed they had either personally seen or organisationally measured the benefits that were expected from social media platforms. These benefits included productivity gains, better public relations and improved development of the organisational profile, thereby affirming the benefits of social media as a marketing tool (KPMG 2011:9) Although informative and insightful, the KPMG (2011) study was conducted in the financial sector, but the result may not be generalisable to SMMEs even in the Australian context.

Bashar, Ahmad and Wasiq (2012:87-88) found that in India customers joined and followed a Facebook brand page that advertised products linked to invitations from friends. This influenced their buying decisions through the network, as well as their ability to engage with the brand through dialogue with brand representatives or other customers.

In a study done in Malaysia by Barhemmati and Ahmad (2015:310), it was found that individuals, who spend time on social networks, probably engage with companies and brands through the platform and are more likely to have a positive attitude about organisations which use the platform to engage with their clients. This translates into customer engagement and a positive consumer buying attitude. Barhemmati et al. (2015) further stated that 68% of the respondents were satisfied with the marketing ability of the network; people with different income levels were influenced by consumer purchasing power through direct and indirect ways, as part of social media connections.

Furthermore Baruah (2012:9), in India, found that social media capabilities were used to support capacity building, because the platform could be used in different ways among students for low cost online sharing of knowledge, educational meetings, information communication and to engage people on the same platform with a wide audience.

Bashar et al. (2012) and Barhemmati and Ahmad (2015) agreed that social media was deployed to engage and communicate with clients about the organisational brand, which lead to positive customer loyalty for the organisation. However, in a clear departure, Baruah (2012) indicated that social media were used for capacity building in the education sector, because the platform was cost effective for communication and engagement. Though informative, these studies were conducted in Asia and may not be used as a yardstick in the Cape Metropole.

In a recent study by Bala (2014:5) in India, it was confirmed that social media are perceived to be channels of information, education, communication and entertainment, while as a platform they also strengthen social networks. Chan and Guillet (2011:363) in Hong Kong, found that social media marketing sites managed by corporate brands usually had a positive performance output, which was reflected in the increase in market share.

Other social media platforms, when used correctly, create a good platform to post comments that could be used for promotion tactics, when clients adopt them or share them. This in turn may lead to a competitive advantage over traditional media. Moreover, the platform could assist in building a stronger community that strengthens marketing effectiveness and initiates buying. However Bajpai, Panday and Shriwas(2012) contend that because of the dynamics of social media sites, it is advisable for businesses to link with local business guide directories as well, to engage with customers on a broader basis.

The findings of Bajpai et al. (2012) in India are consistent with the findings of Chan and Guillet (2011) in Hong Kong, and Bala (2014): that social media was used for marketing and publicity in businesses. Bajpai et al. (2012) further suggested that with the social media dynamics, it was advisable for those businesses to link with local business in order to engage with customers in a

bigger network. The reviewed studies conducted in the Asian economy may not be generalisable to the African context.

In Kenya, Jagongo (2013:220-223) revealed that 81% of small business owner/manager respondents agreed that they used social media to reach more people because it was user friendly and cheaper than the traditional pattern of advertising. Of this group, 23% acknowledged that they used social media for customer relations management; 22% used the platform for selling products, 21% to access market trends, and 15% to gather information about customers.

Though informative, the study focused only on SMEs in rural Kenya, rather than the whole country, therefore its findings may not be representative of the entire Kenyan economy (Jagongo, 2013).

In another study done in rural KwaZulu-Natal, South Africa, 73% of the small business respondents acknowledged that they had not thought of social media for marketing purposes in their businesses, citing cost as a reason, or the lack of electricity and internet connection in their area (Lekhanya, 2013: 3-4). However, 27% of the respondents confirmed that they had considered using social media to promote their businesses, but had not yet used it for that purpose. Lekhanya (2013) explained that 63% of the respondents acknowledged that they used social media for socialising with friends and family, while only 18% confirmed that they used social networks for business exposure. Only 7% of the respondents used SMS for the marketing of their businesses, for rural SMMEs in KwaZulu-Natal in South Africa. This insightful study by Lekhanya (2013), was conducted with a focus on SMMEs in rural KwaZulu-Natal, which is not comparable with the Cape Metropole.

Similarly, in South Africa, Ukpere, Slabbert and Ukpere (2014:479-486) revealed that South African, Kenyan and Nigerian retailers are fast adapting to the use of Facebook as a social media platform for advertisements, and that the platform has the potential and relevant communication ability to get in touch with both prospective and existing customers efficiently, effectively and on time. Therefore, social media platforms are useful strategic marketing tools for entrepreneurs. Ukpere et al. (2014) focused only on the retail business in the cities surveyed, so

their findings may not be generalisable to the SMMEs sector in the entire country's economy.

Reid (2011:77) found that undergraduates in the School of Education at the University of the Witwatersrand used Facebook as a social network tool for their tutorial group, amongst first- and second-year Bachelor of Education students, and that the platform offered the students opportunities to express themselves freely without fear of being interrupted, or the content of their messages being compromised. Likewise, the platform availed the students the opportunity to shift the balance of authority from the lecturers to the students, thus taking advantage of the platform to express their academic understanding in their own vocabulary, by using a coded language, to redesign and reform their learning in such a way that their voices could be heard, through personalising their knowledge. Facebook gave the students the opportunity to involve each other in writing relations practices. In the same vein, the Facebook page created by the group provided an avenue for students and lecturers to network in a critical (virtual) classroom; this increased the level of awareness and academic networking amongst the students (Reid, 2011: 77-78).

This study was conducted in the academic environment of the university in the Gauteng area of South Africa and not in the business sector, and it did not focus on SMMEs. Given this, the result may not be generalised to the business sector of South Africa.

Notably, research in South Africa by Modimogale and Kroeze (2011:90-91), in a study on Gauteng SMEs and ICT application, found that ICT holds an important potential when applied critically: 70% of the respondents agreed that ICT was key to their business growth when used for marketing. Although this study was conducted in South Africa, in the Gauteng area, focusing on the use of ICT amongst SMMEs, its findings might not be applicable to all the South African provinces.

In United States, a study by Leung, Bai and Stahura (2013) found that social media was touted to be a viable channel for effective marketing in the hotel industry. The study confirmed that hotel customers' social media knowledge has

an impact on how they view hotel brands, which in turn positively informs their hotel booking plans (Leung, et al., 2013:18-19). Although useful, this study was conducted on hotel bookings in the United States, comparing the effectiveness of Facebook and Twitter for marketing. The results may not be generalised to developing economies.

In a related survey in the United States, it was suggested that social media was effective in revealing marketing indicators, by showing which channels had greater impact compared to traditional media. The study suggested that the social media effect was larger than that of traditional media, because of its large volume and consistent feeds; hence it acts as a news broker in an informal channel if used as integrated marketing that uses both traditional advertising and social media feeds (Stephen & Galak, 2009:2-25).

Additionally, in the United States, Chu and Kim (2011:67-68) found that social media can strengthen ties, build trust and add positive value in information circulation with consumers. Moreover, social media capabilities could assist clients to engage with each other and provide a good platform to strengthen the consumer brand relationship, and to share a positive message. Likewise, it ensures advertisers can reach across voluntarily to direct customers in a cost effective way, compared with other media. Stephen and Galak (2009) and Chu and Kim (2011) were inconsistent in their findings about whether social media had a positive impact on information sharing as a marketing and communication tool; nonetheless Stephen and Galak (2009) confirmed that the effectiveness of social media had a wider impact than the traditional media. Although enlightening, the findings of both studies may not be generalisable to the African context, because the studies were conducted in the United States, which is a developed country.

According to Langer (2014:12), the impact of social media on organisational communication in the USA, revealed that social media could be effective when dealing with internal and external stakeholder relations outside of work, through increased interaction of communication between the organisation and clients. Langer (2014) agreed that not only does a social medium boost the direct interaction between the client and the public, social media also has an impact on

the quality of the responses and engagement, which leads to satisfaction amongst the stakeholders.

In another study done in the United States (Kang, 2011) it was found that Facebook positively influenced the community, about the hotel brand, because of its capability and benefit, which leads to increased membership participation on the hotel Facebook page (Kang 2011:107-109). Apart from the financial benefits of the platform, it played an important role in galvanising members' interest about hotel and restaurant brands and also encouraged members to participate in community activities (Kang, 2011).

Similarly, in another study conducted in United States, Seth (2012:13), found that 75% of hotel reservation bookings were done through the social media platform in 2005, while in 2006 there was an upward increase in this method of booking, to about 81%. This upward growth was because of the capabilities that social media could offer, thereby enhancing direct engagement with the customers.

One clear observation from the studies reviewed so far, is that it is obvious they were all researched in industrialised countries, and specifically in the hospitality industry. Langer (2014) investigated the impact of social media on external and internal organisational communication, while the study conducted by Kang (2011) surveyed the effectiveness of Facebook's influence on the community. Seth (2012) surveyed the social media capabilities used for hotel bookings; all these studies consistently showed that social media had a positive effect, when used for engagement with external stakeholders.

Additionally in Wisconsin, United States, it was found that Twitter was a potential communication tool that attracted customers and followers through personal conversations that were relevant to their needs. The platform allows for mutual trust building and the persuasion of customers to buy products through those trusting relationships. Social media is inherently two-way communication, and this paradigm offers a good competitive advantage (Pradiptarini, 2011:5).

Still in the United States, Evans, Twomey and Talan (2011:14-15), suggested that the use of Twitter as a public relations tool could be invaluable when used

for integrated social media to target the audience correctly. In such a positive communication engagement, the impact could develop enormously over time.

Endosomwam, Prakason, Kouame, Watson, and Seymour (2011:8-9), in the USA, stated that social media as a communication channel has increased conversation through feeds that could market a brand effectively to various clientele. Also, the channel is cost effective for business marketing and promotes two-way communication between businesses and clients, by empowering customers to react on issues of concern.

In the United States, the Coyle Hospitality Group (2012:9-11) pointed out that the benefits of social media led to increased outreach and brand awareness amongst businesses. A high proportion (72.1%) of the respondents agreed that the platform helped them to create awareness for their businesses, which improved customer loyalty and sales. However, Coyle Hospitality Group (2012) revealed that continuous monitoring of the platform was important to protect the business brand, to identify client behaviour and then to engage directly with them on the platform by attending to their conversations, which would assist businesses to amend their marketing strategies and respond to customer relations problems. Coyle Hospitality Group (2012) also found that 97.1% respondents concurred that their businesses monitored the platform to see what had been posted in the public domain about their brand. However, 33% of the respondents noted that their targeted customers did not engage with social media, while 25% of them agreed the platform seemed to be too complicated to use. Although the Coyle Hospitality Group (2012) study seems informative about the benefits of social media in the hospitality industry - which led to increased outreach and brand awareness - a few of the respondents agreed that their targeted audience did not use social media, and some of them stated that the platform was complicated to use.

Hanna, Rohm and Crittenden (2011:272-273) in the United States noted that Facebook, Twitter and other social media platforms have begun to expand marketing channels, advertisement and promotions. Their capabilities have changed the internet from a platform of information to a platform of influence, because Facebook and Twitter users keep increasing businesses of all sizes by adopting social media marketing tools as a compulsory element of business

marketing. Notwithstanding the benefits of social media, Hanna et al. (2011) stated that businesses need to consider both social and traditional media as part of marketing tools to ensure a good marketing mix. Though conducted in the United States, the study is insightful, but dated, with a focus on social media as an influential platform for marketing.

Additionally, Castronovo (2012:124-128) found in Canada that social media were used to achieve business goals in building awareness, increasing sales and building loyalty. Social media is touted to be effective in marketing through its capabilities when the platform serves as a business-integrated marketing channel which leads to customer relations management.

In Canada, Laroche, Habibi and Richard (2013:81) pointed out that social media is a useful tool in building customer relations because it provides the benefit of an intimate communication bond with people on the same network. It also concretises customer relations with the brand, the product, the business and other customers, which led to customer loyalty, according to Laroche et al. Although the preceding studies all describe how social media serves to create a bond between the business and the customer, the Castronovo (2012) and Laroche et al. (2013) studies were consistent in using social media for both customer relations and business goals. Though fairly recent, the research was conducted in Canada – a wealthy state – therefore the results may not easily be generalised to South African SMMEs.

In Turkey, Atadil, Berezina, Yilmaz and Cobanoglu (2010:122), found that 69.8% of the respondents confirmed that they received information about the hotel business from social network sites, while 65.1% of the respondents stated that social network sites (SNS) impacted positively on the opinions and decisions of the tourist spending on hotel stays, and 63.9% pointed out that SNS affected the hotel customers because they used the platform to access information on the hotel business schedule, which informed their travelling timelines.

In a later online word-of-mouth survey by Sorensen (2010:71-72) in Denmark, it was suggested that social network sites have changed the trend of communication from traditional (billboard advertisements, newspapers and television advertising) to online advertising, using social network sites, which

could reach a larger audience faster, with enhanced communication between individuals and other groups of people; the communication is bi-directional between consumers and companies who could engage with their audience faster through the channel.

Atadil et al. (2010) and Sorensen (2010) concurred that SNS was used for information sharing and communication. Though dated, both studies were conducted in a developed economy, and therefore cannot be generalised to the context of a developing economy.

Nekatibebe (2012:42-43) found in Finland that consumers liked a brand that was advertised on social media. 75.2% of the respondents agreed that the platform could be used for its capabilities which enabled people to connect to friends, family or even a professional affiliation group; other respondents confirmed that they received information on promotions posted on social media. The business used the platform to communicate with customers by incorporating human elements. The results exceeded the expectations of the consumers, because it is a fast and efficient channel to disseminate information easily (Nekatibebe 2012:45).

A study by Nordstrom (2012:9-10), revealed the two-way communication potential of social media among public relations practitioners in the United Kingdom and Europe. The researcher noted that 70% of the respondents updated their Twitter feeds to ensure that their followers monitored their accounts, because it linked to the organisation's website where basic branding information was provided. While their Facebook page provided interactive information through text and pictures, Twitter proved more useful to external stakeholders that made allowance for comments from the stakeholders.

Using a recent questionnaire survey in the Netherlands, Smits and Mogos (2013:11), contend that social media supports business capability positively, which leads to business advantage and improved performance. The survey was conducted to determine the impact of social media on business performance in that country.

Although all these studies reviewed here are recent, Nekatibebe (2012), Nordstrom (2012) and Smits and Mogos (2013) were consistent in pointing out that SNS requires effective communication, to generate effective business exposure. Nordstrom (2012) further revealed that the Twitter page of the organisation was linked to the organisational website, where information was given. Their Facebook page, however, provided useful information through text and pictures, and made allowance for external stakeholders to comment. All three studies were conducted in Europe, therefore the findings may not be generalised to developing countries like South Africa.

In the United Kingdom, Fotis, Buhalis and Rossides (2012:8) found that social media was rated to be somewhat influential amongst tourists for decision-making on destinations and accommodation before they embarked on their holidays; 65% of the respondents confirmed that they made changes to their original plans because of their exposure to the social media content they had followed.

Wright, Kahanfar, Harrington, and Kizer (2010:78), revealed that social media minimizes and removes the time and location restriction, thus it transcends the economic and geographical restrictions on businesses. Its unique features promote branding, providing an effective marketing tool to reach stakeholders.

Social media, when used efficiently, can optimise brand awareness in the online environment; therefore individuals, small businesses and large organisations are encouraged to remain competitive, by having their own social media platform as marketing tool, according to Romanian researchers Bija and Balas, (2014:9).

Bouhnik and Deshen (2014:228-229), pointed out that the use of WhatsApp, a simple system, was popular among students in schools in Israel, for its fast connection and low cost; it gave students a pleasant environment to interact with fellow students online. Moreover, the respondents agreed that the platform gave them an academic advantage because they accessed learning materials that were posted on it. This facilitated teacher availability and continuation of learning beyond the classroom. Bouhnik et al. (2014) noted that the platform helped to create a dialogue between the students and the teachers, which led to cooperation, solidarity and teamwork to deal with academic challenges.

Fotis et al. (2012), Wright et al. (2010), Bija and Bala (2014) were consistent that social media was effectively used in decision making about tourist destination choices; also that the platform breaks economic, time and geographical barriers because of the unique features of social media that promote effective marketing and make allowances for a competitive advantage. Bouhnik and Deshen (2014) made a different point, namely that social media could be effectively deployed in the education sector, because the platform helped to create a dialogue between students and teachers. Although informative, all the studies reviewed thus far were conducted outside of Africa, specifically in Europe and the Middle East.

A study in Turkey by Hayta (2013:72) found that social media made a significant and positive difference to the consumer's attitude to buying products, based on their age group and educational background. In yet other research conducted in Jordan, on the effectiveness of social media channels, it was confirmed that the platforms was effective in reaching customers and communicating online, sharing brand content, having brand information available on the network, and supporting brand credibility (Rumman and Alhadid, 2014:315-324).

Morphitou and Demetriou (2015:19), in a recent study in Cyprus, found that social media is the major communication tool, amongst university students in Nicosia, Cyprus. It influences every stage of their university life, from the choice of a university, to their education and campus life.

To sum up the findings of these studies, it seems that Rumman et al. (2014) and Morphitou (2015) agreed that social media was an effective communication and marketing tool. Morphitou's findings (2015) in the education sector suggest that social media has an impact on student lifestyle on campus and even on the choice of a university. Hayta (2013), had a contrasting focus on how social media influences the consumer attitude to buy products posted on the platform, based on their age and educational background. These studies are recent, but because they were conducted in the Middle East and Europe – and not in the hospitality industry – their findings might not be generalisable to the South African context, which is the focus of this study.

In Pakistan, Farooq and Jan (2012:635) found that 75% of organisational respondents had a Facebook presence, and 20% of the organisations ensured that they used Facebook for marketing, because it helped them to analyse their customer trend of social networking, and also increased sales and profits. On the issue of feedback, 35% of the organisational respondents said that they received feedback from their clients through the platform. Farooq and Jan (2012) pointed out that although 50% of the respondents managed the overheads, they were concerned that issues of privacy and confidentiality between the organisations and users could be an impediment to successful implementation of social media marketing.

In a similar study in India, Kaushik (2012:91-92) revealed that social media enhances the opportunity for messages to be seen, which lures marketers into using social media, and then overshadows the traditional pattern of marketing. Social media capabilities support competitive marketing with the feature of active engagement and immediate access to clients, which entrenches constant communication.

A study in China by Kwahk and Ge (2012:1814-1822) found that social media stimulates the dynamics of communication by influencing the choices of users on the network. The findings of Kaushik (2012) were in agreement with this, showing that social media was deployed for communication and marketing networking by the organisation. However, Farooq and Jan (2012) indicated that even though Facebook was useful for mass marketing and receiving feedback from clients, people were more concerned for privacy and confidentiality issues on this platform. This is an obstacle to the implementation of social media marketing in business. Though the findings of the above studies are fairly recent, they cannot be generalised to the South African context, given that they were conducted in Asia.

Furthermore Bashar et al. (2012:88-97) suggest that social media was used effectively to engage customers who followed the brands posted by their friends or peers, in order to know which products, services and exclusive offers were suited to them as customers in that domain. When potential customers “followed” or joined the brand page where organisations posted information, this was more likely to lead to sales, and made the platform effective as a marketing tool.

In Malaysia, Abedniya and Mahmoudi (2010:144) revealed that social network sites are regarded as an important tool for viral marketing, with any business that has limited marketing channels; the platform enhances sharing of brands and products, while customers are at liberty to share their opinions on what they see about the business in the posting. In this way, the platform could be used often, with positive influential messaging, leading to viral and cost effective marketing.

Additionally in India a recent study by Sumitha and Beegam (2014:2) found that social media platform help companies to reach out to targeted customers in society, and also reduces marketing expenditure, by enhancing sales with better leads and partnerships. Though insightful, the studies reviewed thus far by Bashar et al.(2012), Abedniya and Mahmoudi (2010), and Sumitha and Beegam (2014) all were in agreement that social media was a marketing tool which allowed organisations to interact with targeted customers in a cost effective way. One common thing about the reviewed studies is that they were researched in a different economy, with very little similarity to the South African economic environment.

In a recent study conducted in India, it was found that social media could be effectively used to engage and mobilize or build a social authority network in which organisations or individuals may establish themselves through the medium then influence those on their network, because social media allow for interaction that could go beyond expected desired goals when communicating with a target audience anywhere in the world (Divya and Regi, 2014:168).

Additionally, Bethapudi in India (2013:79) pointed out that an application of ICT to the tourism industry proved to be invaluable to its success; it assisted individuals to access tourism information anywhere and at any time. The platform could also reach out to a group of customers in a single post, therefore the ICT platform brings together service providers and clients with stakeholders, which helps people to retrieve information and identify suitable products, and to make their own reservations, thereby strengthening the tourism industry.

Similarly, in Pakistan, Naveed (2012:910) noted that the impact of social media on brand innovation and purchasing attitude, could have a positive effect on

customer relations. Of the respondents, 82% agreed that they always purchased products of their favourite brand which built brand loyalty, and 75% of the respondents indicated that they used social media to search for products before making a purchase.

In Bangladesh, a study by Hoque (2010:101) found that ICT-based higher education systems made it simple and easy for students needing who a flexible education pattern in part-time studies. This enabled them to work and study at the same time, using the technical support that ICT could offer towards learning. The respondents agreed that the standard and quality of higher education could be sustained through ICT, in comparison with the classroom pattern of learning. Hoque (2010:101) suggests that one of the successes of this system was that learning material was always readily available online for learners during their chosen period of study. Of the respondents, 30% confirmed that ICT was a potentially viable way to expand educational boundaries from a formal to a non-formal education system. The same percentage of respondents agreed that ICT educational materials met the needs of the learners.

The findings of Hoque (2010) and Bethapudi (2013) were in agreement that ICT could be a great asset when used for communication to a target audience at any point in time, whatever their location. However, the Hoque study (2010) was conducted in the education sector in Bangladesh, while Bethapudi (2013) focused on the tourism industry. Divya and Bulomine (2014) and Naveed (2012) were in agreement that social media could be used for effective engagement between an organisation and stakeholders, which led to brand loyalty. Though informative, the findings of all these Asian studies may not be generalisable to the African economy.

In a study on social media marketing in the hospitality industry in Thailand, it was revealed that social media messages were effective when utilised horizontally for communication from customer service to customer acquisition and customer retention, rather than the traditional pattern of advertising. Social media helped the hotels to analyse and identify customers' needs, and engage the customers directly, with a view to making communication more efficient and resourceful. The platform ensured that the business identified who they wanted to engage with in business transactions (Assenov & Khurana, 2012:333-334). Moreover, it

was noted that social media was widely used for both leisure and business, because it provided the customer with reliable information before travelling, based on the comments from other travellers about a particular destination or hotel, and also because many of the respondents uploaded photographs on the platform, after their trips.

In Malaysia, Woodcock and Green, cited by Ab Hamid, Md Akhire, and Cheng (2013:1-5), on the use of social media marketing communication, found that the application of social media channel was successful because it supported the growth of hotel businesses and tourism industries. Ab Hamid et al. (2013) also suggest that social media platform engages in information sharing and could be presented in various forms, to support peers or group comments that could shape customer perception of products or services, thereby amplifying the message very quickly, to impact brand performance. Although the studies were conducted in Thailand and Malaysia, Assenov and Khurana (2012) and Ab Hamid et al. (2013) were in agreement that social media messages could be a successful marketing strategy that could support business growth. Though fairly recent, the study findings cannot be generalised to South Africa given that they were conducted in Asia.

Similarly, Qureshi, Nasim and Whitty (2014:73), in recent research in Pakistan on the impact of social media as marketing channel on consumer preferences in the restaurant industry in Lahore, found that 85% of the respondents agreed they used social media on a daily basis for promotional information and product reviews. Likewise, the respondents confirmed that the platform was vital because it empowered and modified customers perceptions of the restaurant as an enterprise.

In another recent study in Bangladesh by Shabnam, Choudhury and Alam (2013:20) it was noted that the social network offers opportunities for business marketers to move towards a personalized marketing relationship that exposes their brand to individual and larger connections, as well as social media embedded marketing communication. It thus has a huge prospect of reaching a large number of customers. The findings of Qurashi et al. (2014) in Pakistan were in accordance with those of Shabnam et al. (2013): that social media is a good platform to promote and market businesses targeting individual and larger

audiences. Though both studies are recent, their findings cannot be projected onto the South African economy, because they were conducted in Asia.

In Australia, Fowder (2013:78-80) found that Facebook offered a personalized advertisement channel, with low costs, that resulted in immediate feedback from potential customers. The research noted that Facebook has the capability of word-of-mouth referrals with a positive influence on customer behaviour, and promotes information exchange, sales and services. It also reveals the presence of current and potential customers on the site, which allows the organisation a better understanding of customer behaviour (Fowder, 2013).

In another survey conducted in Australia, on the use of a social media platform such as Twitter for marketing, and using an integrated marketing communication strategy to promote positive marketing messages - the forum provided more relevant information, more easily, when using the hashtag (#) prefix. Moreover, the Twitter strategy can be active and responsive when used for service recovery to respond to client queries (Soboleva 2011:497).

In Australia, Macnamara (2011:17-22) suggests that 82.2% of public relations and corporate communication practitioners who were surveyed, reaffirmed that their aim of using social media as a marketing and promotional tool – as a two-way communication channel – was to engage with stakeholders in an easy and less expensive manner. A smaller number of respondents (20.3%) confirmed that they used the platform for collaboration; however the study found that there was a lack of management, governance and rules guiding the use of social media by employees, thereby increasing the security risk.

One ordinary observation that could be made from the researched studies reviewed thus far (Fowder, 2013, Soboleva, 2011, and Macnamara, 2011) is that social media was found to be a good promotional and marketing platform to communicate with stakeholders in a cost effective way. Additionally, Macnamara (2011) identified that a lack of policy governing the use of social media by employees, poses a security risk. The findings of these studies cannot be generalised to developing countries like South Africa, because they were conducted in Australia, a developed country.

In Ghana, West Africa, Boateng (2012:20) suggest that ICT has great potential to improve communication, which could support SMMEs to thrive in Ghana, and it also helps with the automation of rural banking in the hinterlands. Boateng (2012) further theorises that ICT has made progress with bringing distance education to the rural local areas. Notwithstanding the success of ICT in Ghana, there are challenges to unleashing the full potential of ICT application in the country's rural areas, such as: lack of a steady power supply, a high illiteracy rate, users' slow acceptance of the technology, the acceptability of local content, and the lack of ICT equipment.

Similarly, a study by Yeboah and Ewur (2014:163), also in Ghana, on the impact of WhatsApp among undergraduates, found that WhatsApp had negatively impacted students because they used their study time for communicating with others on irrelevant non-academic matters, leading to a lack of concentration on their studies. It also affected the students' academic writing and spelling, because they were habitually using a short messaging format. However, Yeboah and Ewur (2014:163) acknowledged that WhatsApp could be positively utilised for communication, because of its speedy capabilities that enhanced the flow of information and ideas among students. Boateng (2012) and Yeboah and Ewur (2014) agree to some extent. Boateng suggests that ICT-enabled communication system had the potential to support business growth, though with some challenges on infrastructures; however, Yeboah and Ewur (2014) reported the negative impact of WhatsApp on undergraduate university students in Ghana, but the study also pointed out that social media if positively used, will enhance the effective flow of information sharing amongst students. Their findings cannot be generalised to other African countries, bearing in mind that the study was conducted in Ghana.

In a recent study by Ufuophu-biri and Iwu (2014:77-78) in Nigeria, it was revealed that students used the social media platform for socialising, advertising, exchanging messages, online searches and communicating with friends, which could run the gamut from friendship to a business relationship. Although informative, the Ufuophu-biri and Iwu (2014) study suggests that social media can be used for a variety of purposes other than business. It was conducted with a focus on university students in Nigeria, West Africa.

In Kenya, a recent study by Waithaka, Muturi and Nyabuto (2014:11) contends that the social media marketing effect supported the growth of small businesses because Facebook and Twitter respondents were effective in socializing and getting access to targeted customers, at a very minimal cost. The more customers they reached, the greater the return on investment (ROI). (Waithaka et al., 2014:11).

Another study in Kenya (Kimani, 2014:1) on the use and effect of social media for the growth of small business, confirmed that Facebook and Twitter had the most users among small businesses. It also showed that social media is a good way to share information among different social classes. The platform created product awareness, which could be used to track client experience and more active communication. However, it suggested that the combination of both traditional and social media could gain a wide selection of customers (Kimani 2014:1).

In addition, Jagongo (2013:219-224) found that the social media platform offered huge market access, which resulted in the significant growth of small business' return on investment (ROI). This is because the platform is not geographically limited, and can reach out to potential customers speedily. Jagongo (2013) revealed that business owners used different strategies to build and keep relationships with posts that would stimulate customer interest, and they used social media marketing to the best of their ability. Notably however, the entrepreneurs in these studies did not have marketing strategies when they first began to use social media. One common thing with the studies reviewed thus far, Waithaka, Muturi and Nyabuto, (2014), Kimani (2014) and Jagongo (2013) were in agreement that social media was effective when used to reach potential business customers, and as a marketing tool to communicate with potential customers in a cost effective way which would in turn increase the return on investment (ROI). Nonetheless, all the studies were recently conducted in Kenya, East Africa; therefore the findings may not be a yardstick for other countries in Africa.

In a related study in South Africa, Khan and Karodia (2013:13-15) on the effectiveness of social media networking for marketing, revealed that 95% of

South African major brands incorporate social media tactics that target the consumers. There was a high rate of positive response about the usefulness of social media from respondents: 51% of these brands agreed that Facebook was an effective channel for marketing, 70% of respondents agreed that the platform was useful for public relations, 62% of the respondents suggested it was useful for marketing, and 43% agreed that it was useful for customer relations.

Likewise Khan and Karodia (2013) revealed that South African enterprises deploy social network sites as part of their marketing communication strategies, using them as an extension of public relations campaigns; this was done in order to attract customers for product sales, through e-marketing. The Khan and Karodia study (2013:14-15) was conducted in South Africa, but its focus was on public relations management rather than the hospitality industry, though it supported the argument that Facebook was an effective channel for marketing. The findings thus cannot be generalised to SMMEs.

In yet another study in South Africa, Matikiti et al. (2012:195), focused on internet marketing, and contended that it could positively impact on business turnover, as it could reach out to the global market without sectional or geographical barriers. The feedback from clients and further evaluation of the market performance will assist the business to evaluate their general performances. These researchers, after exploring the use of internet marketing, contend that the platform could impact positively on business turnover when used for marketing to reach out to a wide audience and also getting feedback from such audience. Though fairly recent, the study was conducted in the Eastern Cape with a focus on hotels and lodges in that province, therefore cannot be generalised to the Cape Metropole Area which is much more dense and urbanised.

In a recent survey in Polokwane (South Africa) by Oni, Shumba and Matiza (2014: 209-315), it was revealed that social media enhanced the turnover of retail business respondents. Consequently, the study recommended that retailers, who had not adopted social media platform in their marketing communication approach, should do so, to increase their online presence, in order to support the growth of their local businesses.

Although this research is informative, Oni et al. (2014) stated that social media marketing platform supported the growth of retail business turnover in Polokwane (an area of South Africa). Although a recent study, it was conducted

in Polokwane with the focus on retail business, therefore may not be generalised to the Cape Metropole Area.

3.2 ADOPTION OF SOCIAL MEDIA FOR SMALL BUSINESS BY OWNER/MANAGERS, AND OBSTACLE TO THAT ADOPTION

In the United States, Patnaik, (2011:5), describing the use of social media marketing, found that 86% of respondents spent an average of six hours weekly on social media, while 12.5% respondents spent 20 hours each week on social media feeds. The outcome of their presence on SNS gave 85% more exposure to businesses, with an increase of 56% in new business partnerships, a 54% rise in research rating, and an increase of 48% in sales and product and services.

Consequently Jurisova (2013:410) in Slovakia found that: 97% respondents confirmed that social media was important to their business marketing; 26% of the respondents noted that they were able to measure the ROI from the platform, 44% of the respondents said that Facebook gave them an effective opportunity to market their business, 62% of the respondents confirmed that they took between six and twenty hours on social media marketing feed in a week; 89% of the respondents pointed out that their social media strategies generated exposure and increased traffic for their businesses with loyal fans, and 75% of the respondents agreed that the platform generated increased sales.

The above studies by Patnaik (2011) and Jurisova (2013) were in agreement that they spent some time every week, strategising through social media feeds as part of their marketing approach, and that the strategy yielded a positive outcome by generating business exposure and increased sales.

In Canada, Werees (2012:22) found that there are obstacles preventing restaurants from adopting social media marketing strategies, amongst which are a perceived lack of ability and time. Similarly, research conducted in the United Arab Emirates (UAE) on the factors that could inhibit the use of social media as a marketing tool, suggests that the sampled organisation agreed that posting the right brand and feedback to the client is another challenge. Social media affects and informs public opinion, changes the course of past events – because content on social media can affect cultural and religious beliefs – which leads to

censorship and regulation of social media by the state authority in UAE (Koshy 2013:4).

Kanchanatane, Suwanno and Jarernvongrayab (2014:143) in Thailand found that the attitude of the small business manager, and the compatibility and perceived usefulness of social media marketing, are probably some of the factors that can prevent small businesses from adopting e-marketing. Social media marketing supports two-way communication, unlike the traditional marketing pattern which did not allow feedback from the customer. The instant feedback from the platform permits marketers to be aware of new customers and trends, which enhances good customer relations (Kanchanatane et al. 2014). Werees (2012), disputed the findings of Koshy (2013) and Kanchanatane et al. (2014), which suggested that a perceived lack of ability and time to use social media could inhibit business from adopting the social marketing strategies. However, Koshy (2013) and Kanchanatane et al. (2014) were in agreement that people's attitudes and perceptions about the effectiveness of social media, as well as the power of social media content to inform public opinion, could be a barrier to businesses adopting social media marketing strategies.

A study in South Africa by Ndlodo and Dhurup (2010:176) found that a few factors could inhibit small businesses from using electronic marketing, amongst which are: a lack of knowledge about the capabilities the platform could offer, technology incompatibility with the target audience, the stakeholder not being ready to use social media technology, a lack of orientation to, and misperception of social media. Ndlodo and Dhurup (2010), suggest that a lack of knowledge about the capabilities social media could offer to businesses could inhibit their use of social media marketing.

Boateng (2012:20) indicated that ICT has great potential to improve communication which supports SMEs to thrive, in Ghana, and also helped with the automation of rural banking in Ghana. Boateng (2012) further agreed that ICT has forged ahead in distance education in Ghanaian rural areas. Notwithstanding the success of ICT in Ghana, there are challenges in the country's rural areas, such as a lack of steady power supply, a high illiteracy rate, users' acceptance and the standard of local content, and a lack of ICT

equipment in remote areas. Though this study is informative, it was conducted in rural areas of Ghana, and therefore cannot be generalised to the entire country.

3.3 GAPS IDENTIFIED IN COMPARATIVE STUDIES

The above review identifies a number of gaps which are as follows.

- Most of the studies reviewed were conducted outside South Africa, therefore suggesting for more academic studies in South Africa on the subject matter.
- Literature on the factors that could inhibit small business owner / managers, from using the platform to support business growth were limited. Only four studies were found and reviewed, however, out of the four, only one was conducted in South Africa, namely in the Vaal area, Gauteng, not in the Cape Metropole, and therefore may not be applicable to the Cape Metropole.
- About fourteen studies reviewed were conducted over five years ago, thus their findings may not be valid in current context on the use of social media, necessitating a study of this nature.
- Some of the studies were conducted in education and the financial sector, not the hospitality industry; accordingly, their findings cannot be generalised to the hospitality industry.
- Finally, some of the findings of the studies reviewed seem to contradict each other.

3.4 THE RESEARCH QUESTIONS THAT ARE UNPACKED BY THE PREVIOUS LITERATURE

Following gaps identified in the literature review, two research questions still remain unpacked, because the literature reviewed could not address them extensively:

1. How often do small business owners / managers use social media platforms for the growth of the business?
2. What factor(s) inhibit the small business owner / manager from using social media platforms to support business growth?

3.5 CHAPTER SUMMARY AND CONCLUSION

The overall review of literature studies in this chapter considered studies conducted in the United States, Canada, United Kingdom and Europe, Asia, Oceania, Middle East and Africa, to identify whether social media platforms have been used for the growth of businesses. The studies found that Facebook and Twitter were the platforms most used by businesses. Consequently, the literature review on the effect of the platform marketing strategies, when used for the growth of the business, found that the platform was effective when used for business communication because more targeted audiences could be reached in the same network, in countries such as the United states, United Kingdom, Canada, Europe, Asia, Middle East, Oceania and even in Africa.

Furthermore, there were only a few studies to identify factors that could inhibit the small business from using social media; only five studies asking this question, have been identified by this literature review, to date: one each from South Africa, Thailand, United Arab Emirates, Ghana and Canada. The articles identified some factors which could be an impediment to the adoption of social media to grow a business. In Canada, it was observed that a lack of ability and time seemed to inhibit the managers, while in the United Arab Emirates, the inhibiting factors range from posting the right brand and feedback, to cultural and religious beliefs. Then in Thailand, compatibility and the perceived usefulness of social media, and also the business manager's attitude, were the suggested factors that inhibited managers from adopting social media for business. In South Africa it was indicated that technology incompatibility, lack of knowledge about the capability of the platform, social media disorientation and faulty perception were the inhibiting factors. Lastly, the study in Ghana suggested that the lack of a steady power supply, a high illiteracy rate, users' low acceptance and poor acceptance of local content acceptability, and lack of ICT equipment, were the factors that seemed to be inhibiting the use of ICT in Ghana to grow SMMEs.

The literature reviewed yielded only two articles to determine how often small business owner/manager use social media platform for the growth of business. Academic evidence to answer that objective was very scarce. This chapter also identified a gap in prior literature on the use of WhatsApp. Throughout the literature search, the researcher was able to identify only two academic articles

on the use of WhatsApp for business communication. Therefore, many questions still remain unanswered on the use of WhatsApp for business communication support.

The following chapter will discuss the research design and methodology used to achieve the aim and objective of this study. It will also discuss the methods used in the collection of primary data and the tools and mechanisms used for data analysis.

CHAPTER FOUR

RESEARCH DESIGN AND METHODOLOGY

4.1 INTRODUCTION

This chapter describes the research design and methodology employed in this study, to address the following research objectives:

1. To discover whether social media platforms were being used for the growth of the business;
2. To determine the effectiveness of social media platforms, when used for the growth of the business by owner / managers;
3. To identify how often small business owner / managers use social media platforms for the growth of their businesses; and
4. To identify the factors that could inhibit the small business owner / managers from using social media platforms to support the growth of their businesses.

In order to address the above-mentioned objectives, a survey method was used, incorporating a questionnaire. Hence, this chapter provides the motivation for selecting the survey questionnaire method for data collection. The sampling method adopted in this study as well as the design of the questionnaire is discussed. The chapter further explains the descriptive statistics used to analyse and interpret the data collected.

4.2 POSITIVIST RESEARCH PARADIGM

The aim of this study was to establish whether small business owner / managers, utilize social media platforms such as WhatsApp, Twitter and Facebook as marketing tools to support the growth of small businesses in the Cape Metropole. This objective required quantitative data to determine the percentage of SMMEs that use social media platforms to support business growth. Du Plooy-Cilliers, Davis and Bezuidenhout (2014:24-26) are in support of this technique owing to its capacity to provide more reliable and verifiable data than a qualitative approach.

Ultimately, this positivist paradigm was deemed necessary to tackle and address the objective of this study. The positivist paradigm was selected because of its well-defined structures that are consistent with the use of closed-ended

questionnaires, which is good for convenient statistical analysis without any distortion. Nonetheless, the quantitative nature of positivist approach allows for a large sample to be selected from a large population, an aspect which increases the acceptability of research findings. (Du Plooy-Cilliers et al., 2014:24-26 & De Vos, et al. 2011:49).

4.3 JUSTIFICATION OF THE USE OF A QUESTIONNAIRE

The use of the questionnaire survey method was deemed necessary because of its cost effective nature, and it is also more convenient and time-saving than any other survey method. It also allows for large amounts of data to be collected from a large population (Al-Mubarak 1997:178). In contrast with an interview, questionnaires allow the participant the opportunity to respond to questions at their convenience, without any influence by the researcher (Al-Mubarak 1997: 180). When closed-ended questions are used, the data collected in a survey questionnaire can be scientifically quantified, captured and analysed swiftly and objectively, by the researcher using a couple of statistical software packages.

4.4 RESEARCH POPULATION AND SAMPLING TECHNIQUE

4.4.1 Research Population and unit of analysis

The targeted population included all the small businesses restaurants, in the hospitality sector operating in the Cape Metropole. These comprised restaurants such as fast foods operators, pubs, pizzerias, seafood restaurant, and coffee shop operators. Considering that there is no comprehensive list of SMMEs operators in hospitality sector, with respect to restaurants in the Cape Metropole, a target sample of one hundred homogeneous restaurants population was specified, as unit of analysis (see Table 2.2) whose owners/managers would be respondents. This paradigm has been used successfully in similar studies (Bruwer, 2010:30, and Maduekwe & Kamala 2016:186). The researcher therefore identified one hundred owners/ managers, who were deemed to be the decision-makers of the businesses. Again the choice was based on the researcher's fair assumption that they would have knowledge of social media and also might be familiar with the use of the platform in businesses.

4.4.2 Sampling technique

The purposive method of sampling was used to select one hundred small businesses from the hospitality sector (specifically restaurants) in the Cape

Metropole. The use of the method was informed by the objectives of the study and the purpose of the researcher. It involves the sample being drawn from that part of the population which has the characteristic attributes to answer the objectives of the study and meet the researcher's goal of enquiry (De Vos et al., 2011:232, and Maree 2007:177-178).

The method was used because it was a cost effective way of collecting data, with the respondents located in the same areas, accessible to the researcher. It was also relatively easy to use, given that there are limited optional rules to be followed on how a sample should be selected. Considering that there was no comprehensive list of small businesses operating in the Cape Metropole, the use of other alternative sampling methods such as random sampling was not an option. This technique has been extensively used by other researchers (Monette, Sullivan & De Jong 2005:148).

4.5 DESIGN OF THE QUESTIONNAIRE

4.5.1 Questionnaire design description

The questionnaire was designed bearing in mind the three social media sites- Facebook, Twitter and WhatsApp, which were the focus of the study. The questionnaire, comprised four pages including the consent letter. The consent letter was used to inform the respondents on the purpose of the study, and also to reassure the respondents that any information they gave would be kept anonymous, confidential and strictly tied to the purpose of this study.

The questionnaire started with general questions on the use of social media marketing used for the growth of the business. It then narrowed down to enquire specifically about three social media platforms, selected for the purpose of this study. Later questions aimed to find out the respondents perceptions of effectiveness when using social media for marketing, and to enquire how the respondents used social media for their businesses'; and also, factors that could be an obstacle to small businesses using the platform. Additionally, questions were asked about respondents and their business's profile, at the end of the questionnaire.

In a bid to persuade the respondents to participate in the survey , a structured questionnaire was designed comprising closed-ended questions, with the answer being either "yes" or "no"; Likert-type scale four-point answers or

multiple-choice questions. One question provided an open-ended “other” option, which require respondents to specify their answer. The estimated time required for the completion of the questionnaire was minimised to approximately ten minutes.

4.5.2 DESCRIPTION OF THE QUESTIONNAIRE SECTIONS

The questionnaire used in this research was in five segmented sections (see Appendix B) and were numbered one to five.

4.5.2.1 Section 1: The social media platform used for the growth of your business

Section 1 of the questionnaire was meant to ascertain the social media marketing platform used for business growth by SMMEs. This section comprised three questions:

1. “Do you use a social media network site?” which required a “yes” or “no” response. It was meant to identify whether the respondents’ businesses used social media as a platform for the growth of business or not. This would also filter those who should continue in the process, to answer question 2.
2. “Which of the social media sites do you use for marketing your business?” A four-point Likert scale (where 1 =never, 2 = sometimes, 3 = frequently and 4 =very frequently, was meant to establish whether the respondents utilized either of the three social media site for marketing their businesses, and whether the chosen platform was one of those identified as the focus point of this study, namely Twitter, Facebook and WhatsApp.
3. “For what purpose do you use the abovementioned social media platforms?” A four-point Likert scale (1 = never, 2 = sometimes, 3 = frequently and 4 = very frequently, was meant to ascertain the purpose of utilising the indentified social media in their businesses. Possible purposes might be: to inform clients about promotion, to inform clients about a new product or marketing, or to communicate with the client for a social purpose, or to increase customer loyalty.

4.5.2.2 Section 2: The effectiveness of using social media for marketing

Section 2, of the questionnaire was meant to determine the effectiveness of

social media when used for marketing. This section was used to determine whether respondents indeed knew the outcome of their marketing strategy. This part comprised three questions (4, 5 and 6): 4. “How effective is the platform for business marketing?” A four-point Likert scale (1 = ineffective, 2 = neutral, 3 = somewhat effective, and 4 = very effective) was meant to identify whether the respondents knew how effective the platform was for business marketing.

5. “Do you measure the effectiveness?” which required a “yes” or “no” response, was meant to ascertain the instrument used by respondents to measure the effectiveness of the platform for their marketing strategy. Options were simple social media applications, such as *fans, follow, like, retweets, comments, share of conversation and/ or referral.*

4.5.2.3 Section 3: How often do you use social media for the growth of the business?

Question 6, “How often do you use social media for the growth of the business?” was meant to determine how frequently the respondents utilized the platform for feeding marketing information to their clients. The question required a response on a four-point Likert scale (1 = not at all, 2 = neutral, 3 = often, and 4 = very often). These strategies might include advertisements on the platform offering a different price tag for their product in different sections of the market, benchmarking prices of their competitors then putting up a break-even market price to lure their clients, or feeding information on marked-down prices, according to the market trends.

4.5.2.4 Section 4: The factors that could inhibit small businesses from using the platform to their advantage

Section 4 of the questionnaire evaluated the factors that could inhibit small businesses from using the platform for their advantage. Question 7 in this section, was informed by the evidence from the literature study, which pointed out a low level of adoption of the platform for marketing purposes. Some owners/ managers might have a couple of reasons why they rejected or refused to use social media for marketing in their businesses, so a query was made with five suggested options for the reply. The factors suggested were:

1. Lack of internet facilities, such as a smart phone or a computer with an

- internet connection;
2. Do not know the capabilities the platform could offer;
 3. Am unaware of social media platforms;
 4. I do not know any marketing strategies;
 5. I lack interest in social media.

These suggested options had to be rated using the Likert scale where D = “Disagree”, N = “Neither agree nor disagree”, A = “Agree”, SA= “Strongly Agree”. It was expected that respondents should indicate their extent of agreement or disagreement. The answers were meant to indicate why respondents believed that they could not use the platform to their advantage.

4.5.2.5 Section 5: Respondents and their business profile

Section 5 of the questionnaire has six multiple choice questions which engaged with the respondents’ background and their businesses. In question 8, background information was required on the respondents’ status in the firm, experience, educational background and whether their qualification was business/ marketing related. The number of their employees was also relevant, to enable the researcher to identify to which category the business belonged, to identify whether it was in line with the researcher’s scope of study. These questions were necessary to ensure that only suitable respondents were included in the study. This was also intended to provide information for data analysis, and to authenticate the respondents’ profile information as linked to their role in the business. This would then confirm the value of the respondents’ answers to the research.

This section covered questions on the industry in which the business operated, as well as the number of employees in each business. All the questions were important to ensure that only SMMEs from the hospitality industry were surveyed.

4.6 FACE VALIDITY

With a view to conducting a good quality research, a pilot study was done first, to ensure the questionnaire was free from any ambiguity, and that the respondents would understand the survey. In doing so, the questionnaires were critically reviewed by five academics with expertise in questionnaire design. In the bid for a quality process, the academics were asked to explain their

understanding of each question, and then identify any possible issue that could affect the usefulness of the questionnaire (Maree 2007:217).

During the pilot study and in a bid to formulate standard questions, some ambiguities were identified in the questionnaire. These included vague questions, leading questions, incomplete questions, complex questions, and double questions. These were corrected to the satisfaction of the reviewers. The questionnaire was then accepted as user-friendly, coherent, concise, and suitable for data collection in this study.

4.7 DATA COLLECTION PROCESS AND DESCRIPTION OF DATA ANALYSIS METHOD ADOPTED

During the data collection process, the researcher delivered the questionnaires personally to the respondents. Thereafter the researcher went back to collect the completed questionnaires. The hand-delivery system was appropriate because it allowed the researcher an opportunity to explain the questionnaire and at the same time introduce the research topic to the respondents. This effectively increased the awareness and willingness of the respondents to participate in the study. Furthermore, the approach was beneficial because it saved time, was cost efficient and increased the response rate.

Despite allowing the respondents the time to complete the questionnaires at their convenience, there were times when the researcher was on standby while the respondents completed the questionnaires. In other instances, the researcher made a few follow-up visits when the respondents failed to comply within the specified time frame. Also, some of the respondents refused to complete the questionnaires, despite having agreed to participate in the survey. Altogether, the phase of data collection lasted nine weeks.

The data collected was captured and analysed with SPSS software version 23. The software was used for the following reasons:

1. It supported the researcher to identify errors during data capturing.
2. It made the data capturing process faster and gave easy access to descriptive, frequency and inferential statistical functions. (This was because these functions were calibrated into the SPSS tool-bar menus.)
3. The SPSS thus had extra system functions that supported the researcher with the interpretation of statistical results.

4. The SPSS system provides packages of charts and graphs to assist researchers to create complex graphical interpretations when using the tool-bar menus. For this study, descriptive statistical data analyses were used for the data collected, and are provided in Appendix E.

4.7.1 Descriptive statistics

Descriptive statistics makes available a summarised result of the observations or data. Most measures that are used to describe the behaviour or effects on the sample, incorporate measures of central tendency, like an arithmetic mean, median, and mode. Statistical measures in the form of standard deviation and variance are also used. In this study, percentages and graphs were used to describe the summarised response of the respondents. Consequently, the arithmetic mean was used as an indication to demarcate the responses to all the four-point Likert-type scale questions. Then a standard deviation was computed to identify the level of agreement of the respondents' particular statements, which showed that a standard deviation of more than 1, indicated a disagreement, while a standard deviation of less than 1 indicated an agreement.

4.8 MEASURES TAKEN TO ENSURE RELIABILITY AND VALIDITY

4.8.1 Reliability of the research instrument

Reliability is the consistency of the results of a research instrument when tested different times or administered to the population at different times. The result should remain unchanged. The reliability of the questionnaire used in this study was tested during the piloting stage. The questionnaire was administered to five different academics with expertise in questionnaire design and they all concluded that the questionnaire was clear and understandable, and that it would have the same outcome if administered to the same population at different times (Maree, 2010:215 & Salkind 2006:118).

As well as conducting a pilot study, the researcher used Cronbach's Alpha Coefficient to test the reliability of the questionnaire (Saunders, Lewis & Thornhill, 2007:369). The SPSS analyses of the questionnaire in this study, using Cronbach's Alpha Coefficient, are presented in the table below.

Table 4.1 Cronbach's Alpha Analysis Result (researcher's own)

Questionnaire key items	Items	Cronbach's Alpha Coefficient of reliability
Q.2 Which of the social media sites do you use for marketing your business?	4	0.613
Q.3 For what purpose do you use the above social media platform?	4	0.717
Q.4 How effective are social media platforms for business marketing?	4	0.521
Q.5 Do you measure their effectiveness?	2	0.822
Q.6 How often do you use social media for the growth of the business?	6	0.883
Q.7 What are the factors that can inhibit small business from using the platform to their advantage?	5	0.933
Average Cronbach's Alpha Coefficient		0.748

Given the analyses on the data the average Cronbach's Alpha Coefficient = total Cronbach's Alpha and number of questions.

The average Cronbach's Alpha Coefficient for the specific item in the questionnaire, was 0.748 (for physical variables). This study's questionnaire was thus deemed consistent and reliable, with a Cronbach's Alpha Coefficient above 0.5. This is considered to be a good indicator of internal consistency and reliability (See Wu 2007:553). (For the Cronbach results please see Appendix C).

4.8.2 Research instrument validity

The validity of a research instrument refers to the extent to which it measures the results accurately and reflects the whole concept targeted. It should reflect the true meaning of the concept under consideration. It should thereby render the results as accurate, truthful and sound, and leading to a valid conclusion (Leedy & Ormrod, 2005: 28 & Salkind 2006:113).

Below is a brief explanation of the two types of validity: internal and external.

4.8.2.1 Internal validity

There are different types of internal validity. For the purpose of this study, only

construct validity and content validity were considered to be relevant, and are discussed below.

4.8.2.2. Construct validity

Construct validity is a measure of standardisation of a research instrument to incorporate the quality of the construct which is being investigated (Brynard & Hanekom, 2006:48). Ultimately, construct validity means including the nitty-gritty of the research intent in the survey instrument. To obtain construct validity, it is essential to ask questions like: Is the survey instrument standardised to measure what it should be measuring? How accurate are the questions in the survey instrument to achieve the objective of the study?

To ensure that construct validity is achieved, a pilot study could also be used (Maree, 2007:217). For the purpose of this study, the questionnaire was reviewed by five academics with expertise in questionnaire design. They were asked to identify any problem in the questionnaire which might jeopardise its external validity. Following their advice, the questionnaire was adjusted to ensure construct validity.

4.8.2.3. Content validity

Content validity is the correctness of the questions, and the inclusion of the right questions in the questionnaire (Brynard & Hanekom, 2006:48). Content validity requires that a survey instrument must add all the items that represent a true concept. Moreover, input was requested from five academic experts in questionnaire design, to ensure the content validity of the questionnaire. Following their candid advice, the questionnaire was adjusted to a standard of correctness, before it was accepted as the final version ready for use in the research (Maree 2007:217).

4.8.2.4 External validity

This type of validity refers to the broader acceptability of the conclusion of the research results, in relation to similar studies in other real-world contexts. Achieving external validity entails the use of a random sampling method, which is critical to ensure that the sample is representative of the population (Brynard & Hanekom, 2006:48). However, this method was not used due to lack of a comprehensive list of SMMEs in the Cape Metropole; however, the fact that the

target sample size was one hundred SMMEs, in the specified industry from the population, validated the representivity of the sample. Hence, the SMMEs sampled in the survey were from hospitality industry restaurants, and it was therefore assumed that external validity had been achieved to a certain extent.

4.9 LIMITATIONS OF THE QUESTIONNAIRE SURVEY

Questionnaire survey instrument limitations that are featured prominently in academic literature are too numerous to mention, but one of these limitations is non-response bias, which happens when would-be respondents do not participate, or decline to answer some of the questions in the survey due to their particular individual preferences, in contrast with those who agree to answer the questionnaire. (De Vos et al., 2011:188). Non-response bias hampers and weakens the randomness of the sample, thereby resulting in a sampling bias, which in turn makes the sample only partially representative of the population, and equally reduces the external validity of its findings (Vogt, 2005:210).

In order to eliminate the effect of the non-response bias, the researcher approached the decision-makers, that is, managers and owners of the businesses, to persuade them to participate in the survey. Their profiles were analysed to ensure consistency in the sample, to get designated, appropriate respondents to answer the questionnaire.

As indicated in this study, the purposive sampling method was used to select the ultimate sample for this research. The sample may have excluded some representatives of the population for this study, by virtue of its purposiveness, hence it was non-randomly selected (Grinnell & Unrau 2008:153). Therefore the limitation was minimized by random selection of one hundred small businesses from the hospitality industry (restaurants). (See Section 3.4.1).

Another constraint associated with a questionnaire study is a low response rate, which might make the results unrepresentative of the population (Saunders, Lewis & Thornhill 2007:98). In order to avert the limitation, the researcher sampled one hundred SMMEs within the hospitality sector. The researcher also made concerted efforts to visit the respondents a few times to persuade them to complete the questionnaire. Lastly, only closed-ended

questions without ambiguity were used for the survey, with the intention of encouraging respondents to participate in the study.

Another limitation in the use a questionnaire survey, especially when it is administered to SMME owner/managers, has to do with their attitude to participating in a questionnaire survey, owing to the demanding nature of their work. In a bid to deal with this reluctance of some respondents, the researcher spent some time explaining the aim of the study to the participants when handing them the questionnaire, also with the assurance that any information they provided, would be treated with utmost confidentiality.

Owner/managers were selected as the decision-makers of the small businesses in this research; alternatively, there might be other potential decision-makers in small businesses. However, they were deliberately excluded because they were not regarded as being core decision-makers. This was done to avoid further limitations to the study. However, the participation of the owner/manager as the decision-maker was justified, because the responsibility of managing such small businesses probably depends on their position and status, and they are likely to be familiar with the marketing trends that could support business growth. The adoption of social media as a marketing tool was also in their field of operation because the responsibility of maintaining and managing the business was ultimately their priority.

One other limitation of this study was that it focused mainly on small businesses in the hospitality industry, specifically restaurants in the Cape Metropole. Therefore its findings may not be generalised to other parts of South Africa. Also, the research focused only on the use of three social media platforms: Facebook, Twitter and WhatsApp; so its findings might not fully represent the use of other social media platforms for the same goal.

Also, some of the questionnaires that were delivered to respondents were lost or missing or returned incomplete. The researcher went back to the respondents to give them another questionnaire in order to avert shortfalls; this incurred extra costs outside of the budget already allocated for the data collection process.

4.10 ETHICAL CONSIDERATIONS, INFORMED CONSENT, CONFIDENTIALITY AND ANONYMITY

With the view that this research involved human participants in a data collection process approval to proceed with the research was obtained from Cape Peninsula University of Technology's Ethics Committee before data was collected. The requirement from the Committee was that the respondents should be protected from any potential negative implication that might arise because of their participation in the research. Therefore the aim of the study was clearly explained to the respondents in the form of a consent letter.

To comply with the requirements of the Committee, the researcher explained to the respondents the contents of the questionnaire and further elaborated that the respondents could withdraw from participating in the survey at will, and also that they should ignore any question which they felt uncomfortable with; and that the information supplied, including their personal details, would be treated with utmost confidentiality. The respondents were assured that the confidentiality of their details would not be compromised to a third party, and that their anonymity would be secured; also ultimately because this research was purely for academic purpose. The consent form was given to the would-be participants, who were requested to read and ask questions if they needed further clarification. If the participants gave their consent on the form, the questionnaire was then given to them (Maree, 2010:41 & De Vos, et al. 2011:126-129). (See Appendix A).

4.11 SUMMARY

The aim of this chapter was to highlight the research methodology used for data collection, which in turn meets the desired objectives of this research. The discussion of the research paradigm used for the study, was supported with the explanation and rationale for the survey questionnaire method. The next chapter will highlight the analysis of the data, and discuss the results of this research.

CHAPTER FIVE

ANALYSIS AND DISCUSSION OF RESULTS

5.1 INTRODUCTION

This chapter presents a detailed analysis of the findings as well as the discussion of the results. The analysis was done using the statistics software for social sciences, (SPSS) software Version 23.

The purpose of this research was to establish whether small business owner/managers utilized social media platforms in the form of WhatsApp, Twitter or Facebook for the growth of their small businesses in the Cape Metropole.

To achieve this aim, the following research objectives were defined clearly:

- to discover whether social media platforms were being used for the growth of the business;
- to determine the effectiveness of social media platforms, when used for the growth of the business by the owner/manager;
- to identify how often small business owner/managers used social media platforms for the growth of their businesses; and
- to identify the factors that could inhibit the small business owner/manager from using the platform to support the growth of the business.

5.2 RATE OF RESPONSE

Given the lack of a small business database in the Cape Metropole, a target sample of 100 small businesses in the hospitality sector was earmarked, in the bid to achieve the targeted sample. 180 questionnaires were personally delivered to small businesses in the Cape Metropole, using a purposive sampling method. The delivery of 180 questionnaires as opposed to only 100 was done in expectation that not all the recipients of the questionnaires will be enthusiastic to take part in the survey (see Appendix B).

The questionnaires were distributed in two successive batches as follows;

Batch 1: 120

Batch 2: 60

From the first batch of the distributed questionnaires, 77 completed questionnaires were returned; from the second batch of distributed questionnaires, 21 completed questionnaires were returned. In total, 98 completed questionnaires were returned. Of the 98 questionnaires received, three were incorrectly completed and were excluded. Therefore, 95 questionnaires were used for this study, thus 52.7% response rate (see Table 4.1).

Table 5.1 The rate of response

	Number of respondents	Percentage (%)
Targeted respondents	180	100%
Received responses	98	54.4%
Useable responses	95	52.7%
Unusable responses	3	2.9%

Source: (researcher's own information)

5.3 RESPONDENTS AND THEIR BUSINESS PROFILES

In section 5 of the questionnaire, detailed information was requested from the respondents, namely their status in the enterprise, their number of years of experience in that position, their highest educational qualification, and whether that qualification was business/marketing related. This was done to verify whether they were the decision-makers of the small business, and thus appropriate participants for this study. Furthermore, the respondents were requested to provide information regarding their businesses, such as the type of restaurant they operated and the number of employees in the company, in order to ensure that only respondents from the small business hospitality sector, and specifically, restaurants, were included in the survey.

5.3.1 Position of the respondents in the business

With respect to the position of the respondents in their business, the results show that 66.3% of the respondents were managers of the enterprise, while 33.7% were owners (See Figure 5.1). This confirmed that the appropriate respondents had been targeted by the survey, specifically owners and managers, whose function included decision-making about marketing.

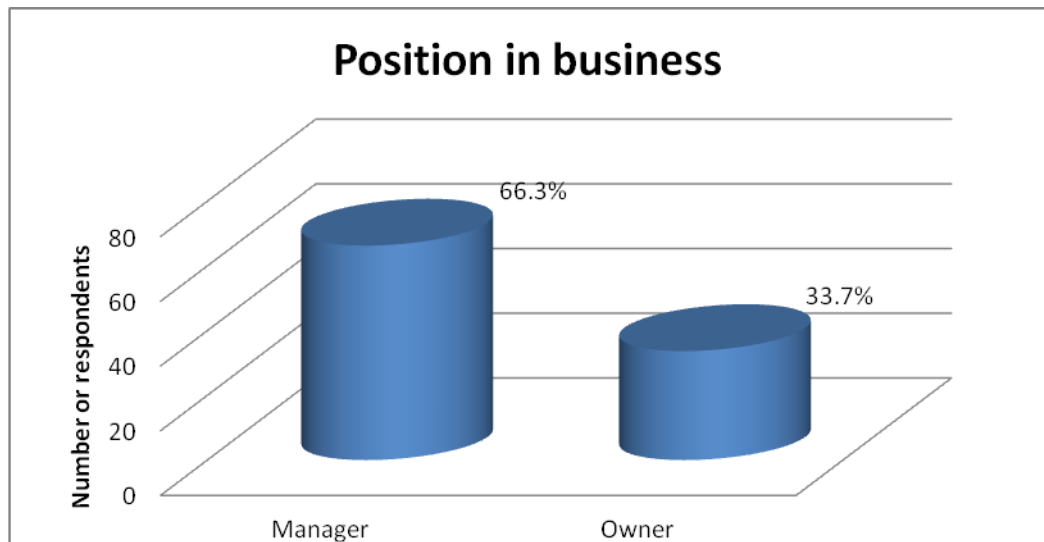


FIGURE 5.1: Respondents' position in the business

5.3.2 Owner/manager length of experience

Concerning the respondents' positions as owner/manager and their years of experience in that position, in the business, the results indicate that 13.7% of the respondents had less than one year of experience in that position (See Figure 5.2). The results also show that 42.1% had one to five years' experience in that position, and 29.5% of the respondents had between six and ten years of experience in the small business. Only 14.7% had more than ten years' experience in the position. Therefore, the result suggests that 44.2% of the respondents had six years and more experience in their positions, and for the purposes of this study they were regarded as experienced in the operations of the enterprise.

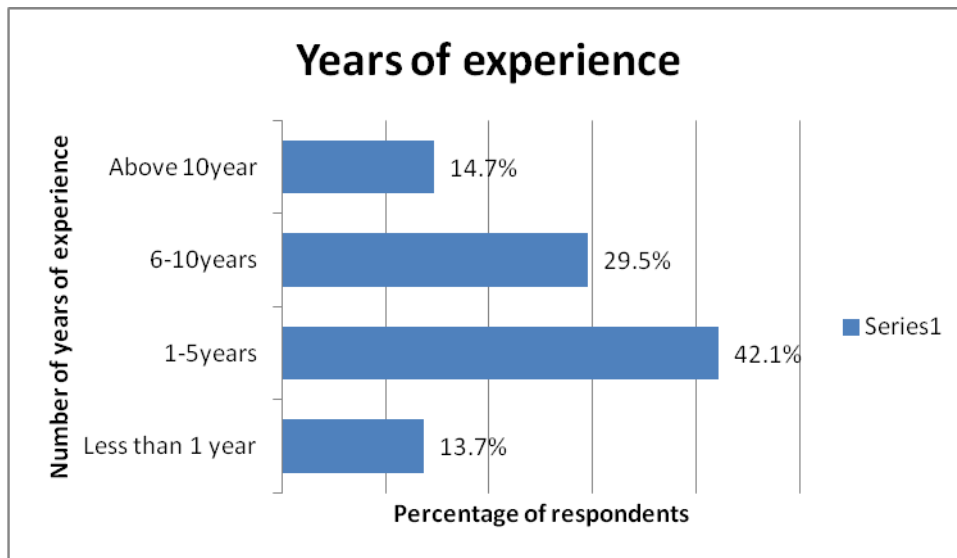


FIGURE 5.2: Respondents' years of experience

5.3.3 Respondents' highest education qualification

With regard to the respondents' educational qualification, the result shows that only 3.2% of respondents had a doctorate (See Figure 5.3), while 40% had a matriculation exemption, 29% had a diploma and 10.5% had a first degree respectively. Some respondents (11.6%) had completed short courses. Therefore, it could be argued that most of the respondents had an academic qualification, while working in the business as a decision-maker.

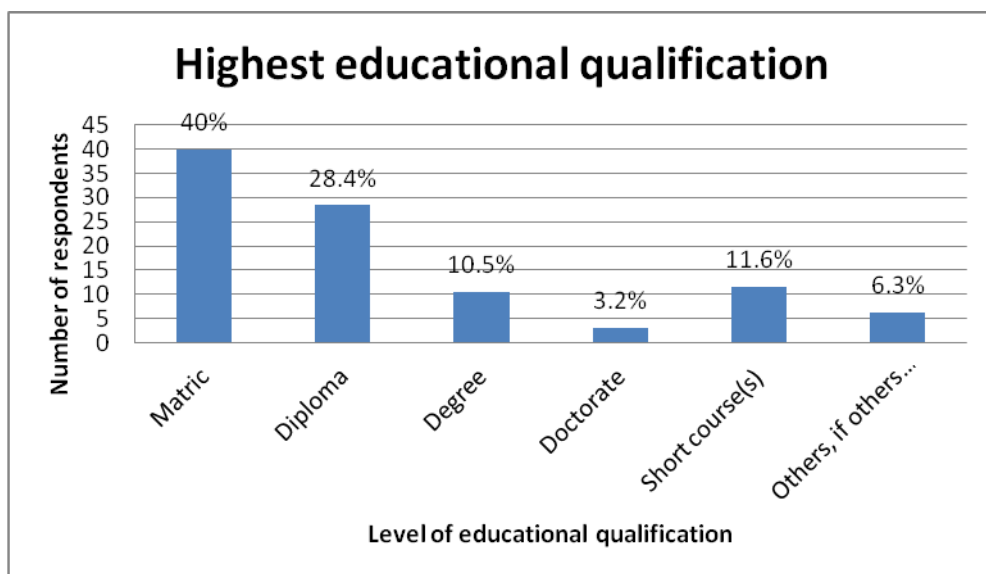


FIGURE 5.3: Respondents' highest educational qualification

5.3.4 Respondents' scope of qualifications

With respect to whether the respondents' qualification was business/marketing related, the study found that 38.9% of the respondents' highest educational qualification was business/marketing related (See Figure 5.4). While 61.1% of the respondents' educational qualifications were not marketing related, most of the respondents as indicated above must have been exposed to the business/marketing in practice, and would have been familiar with marketing and business trends.

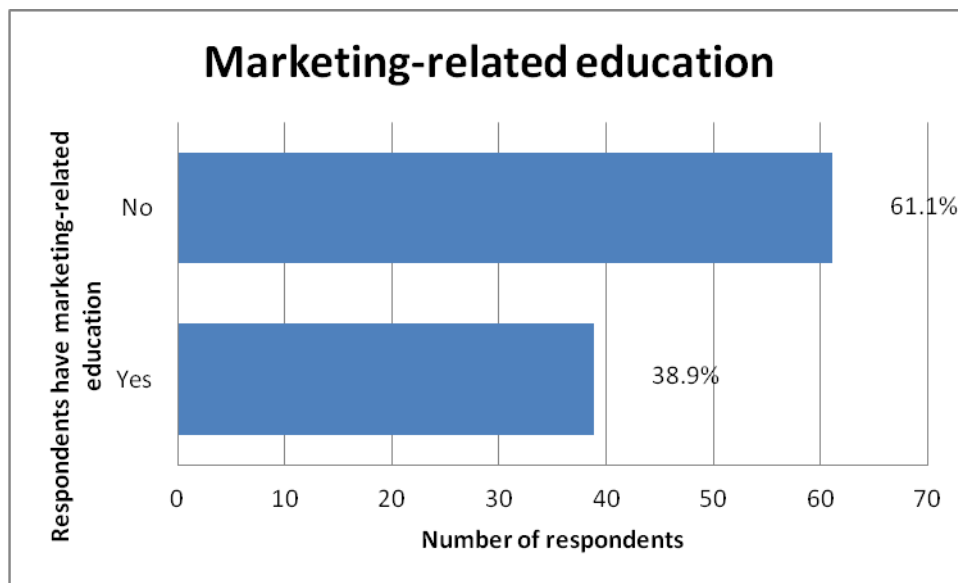


FIGURE 5.4 Respondents' business/marketing-related qualification

5.3.5 Respondents' size of workforce

Given the focus of this study that is, to survey small businesses, the number of employees in an enterprise was taken into account to check whether the business was indeed an SMME. Of the respondents, 30.5% stated that they had five or fewer employees in their business, while 45.3% stated that their business had six to ten employees (see Figure 5.5). Some respondents (20%) indicated that they had 11 - 20 employees in their business, while 4.2% stated that their business had 21 - 50 employees. This means that 100% of the respondents in this survey are from small businesses.

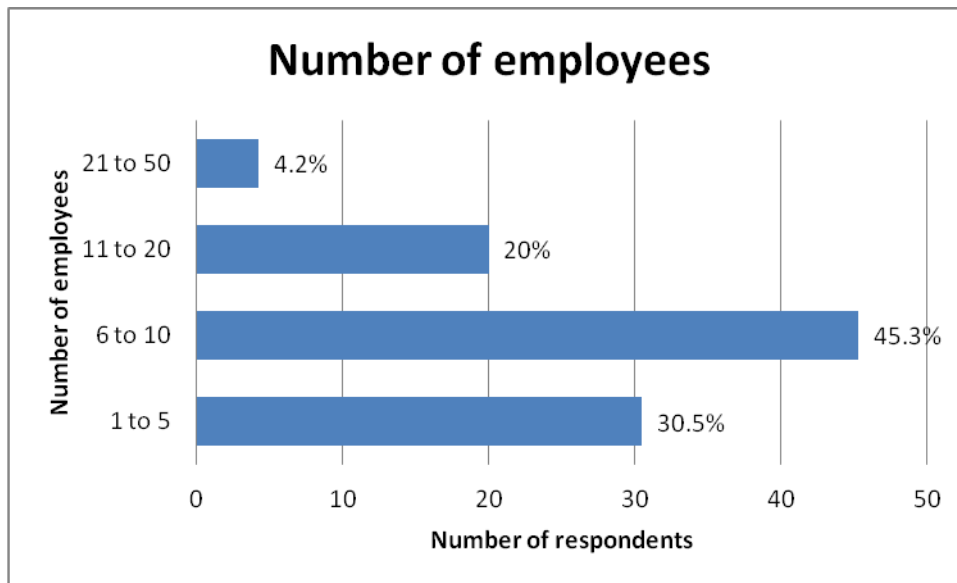


FIGURE 5.5 Respondents number of employees in the enterprise

5.3.6 Sector representation of the respondents

With regard to the respondents' business sector in this study, the results indicate that 49.5% of the respondents ran fast food operations, while 20% of the respondents operated pubs (bars), in the hospitality sector (see Figure 5.6). Of the respondents, 5.3% operated pizza restaurants, and 5.3% operated seafood restaurants. Another 20% operated coffee shops. The results confirm that all the sample respondents were from the hospitality sector.

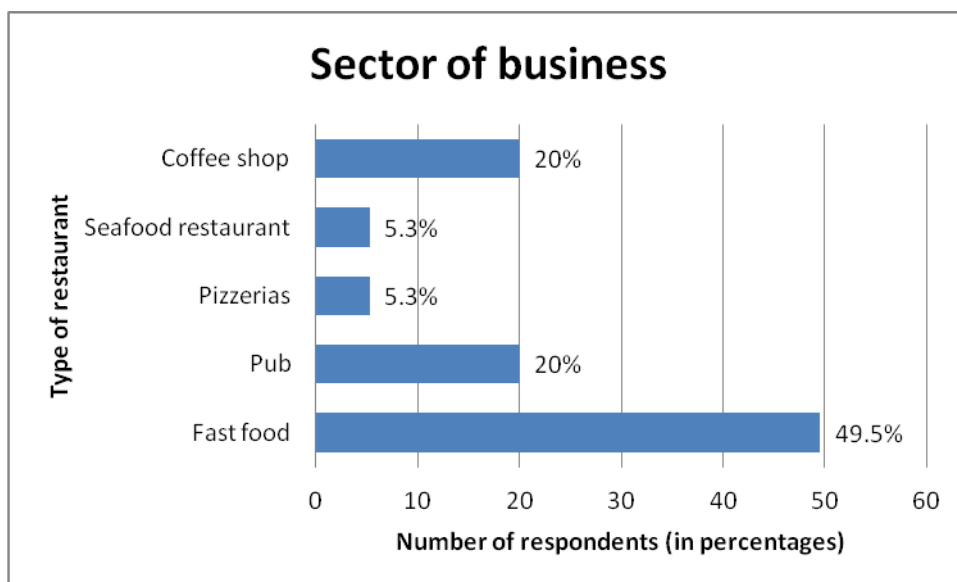


FIGURE 5.6: Respondents' specific sector of the restaurant business

5.4 TYPES OF SOCIAL MEDIA SITES USED BY SMALL BUSINESS IN THIS STUDY

Considering the focal point of the study, participants were required to indicate the types of social media they used for marketing their businesses. The questionnaire was therefore divided into three sections (namely sub-sections i, ii, and iii) for this purpose. (See Appendix B).

5.4.1 The use of social media platforms by small businesses

In section A Question 1 required the respondents' to indicate by 'yes' or 'no' whether their businesses used social media. Of the respondents, 92.6% confirmed that their businesses used a social media platform, while 7.4 indicated that their businesses did not use the platform. This high percentage of the respondents' is consistent with the findings of Wigly and Zhang (2011) and Jagongo (2013) who found that 82% of American public relations managers and 81% of small businesses in Kenya respectively, used social media network sites. This study shows a high percentage of respondents using a social media networks for their businesses.

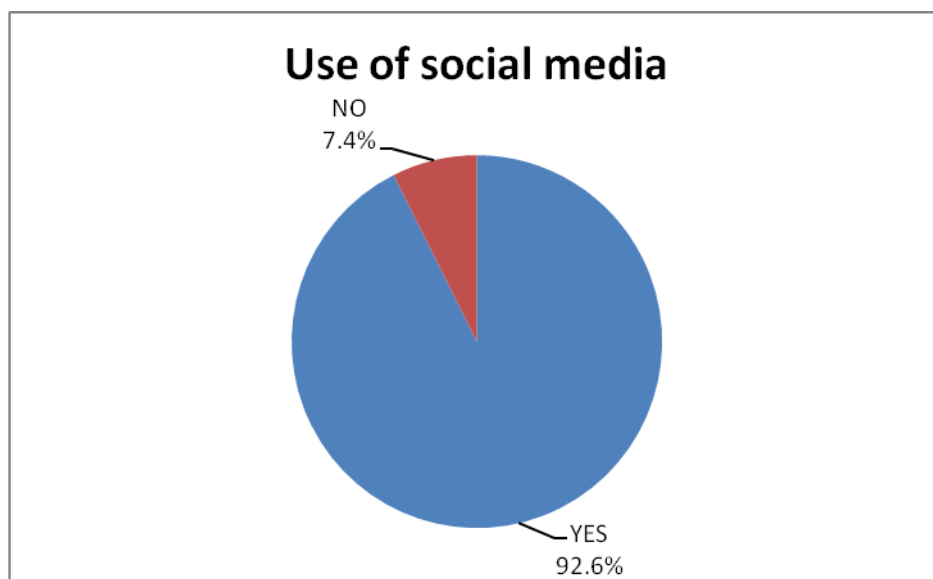


FIGURE 5.7: Respondents' use of social media platforms

In Section A the respondents were required to indicate which of the three social media sites they used for marketing: Facebook, Twitter and WhatsApp. A four-point Likert scale was used to measure the probability of the response with weightings of four for 'very frequently', three for 'frequently', two for 'sometimes'

and one for 'never'. This indicates that the nearest the mean was to four, the more often a specific social media site was used.

Similarly, the percentage of respondents that indicated their business used one or other of the social media frequently or very frequently, were merged together to report as the "percentage who used the platform frequently" in the third column of Table 5.2. Those respondents who indicated that their business never or sometimes used the platform, will be conservatively identified as having not used the social media platform for business purposes, because the words 'never' and 'sometimes' indicated very minimal use of social media. The use of the scale was justified, because it ensured accurate reporting on businesses that used any of the three identified social media platforms.

Table 5.2 Social media used for marketing

Number	Social media site	Percentage (who used the platform frequently)	Respondents n=79	Standard deviation
			Mean	
1	Facebook	58.9%	2.71	0.920
2	Twitter	27.5%	1.98	0.848
3	WhatsApp	82.3%	3.15	0.921
4	Others	76%	3.12	0.833

In a nutshell, Table 5.2 describes that the most frequently used social media were WhatsApp (82%), Facebook (58%) and Twitter (27.5%) respectively. However, 76% of respondents indicated that they also used other marketing channels such as SMS, emailing, fliers, telephone calls and word of mouth. The means frequency confirms that WhatsApp was the tool used by most respondents (3.15), followed by other communication platforms (3.12). The standard deviation (0.833 – 0.921) suggests that a very high proportion of respondents agreed that they used social media for marketing their businesses.

These results concur with the study of Hanna et al. (2011) who suggest that Facebook and Twitter have changed the state of marketing, advertising and

promotion, by transforming the internet from a channel for information to a channel for influence. The results also agree with the study by Brown (2010) who found that 51% and 67% used Facebook and Twitter respectively, to buy what was posted on social media sites of companies in their network.

5.4.2 Frequency of social media use and its purpose

This part of the questionnaire required the respondents to specify the frequency use of Facebook, Twitter and WhatsApp as marketing tools for the purposes of promotion, product marketing, socialising and customer loyalty. A four-point Likert scale was used, with the score of 4 for “very frequently”, 3 for “frequently”, 2 for “sometimes” and 1 for “never”. The nearest the mean was to four (4), the more frequently the platform was used.

It is important to note that the percentage of the respondents who indicated their business usage of the social media as “very frequently” or “frequently” were merged together. The third column in Table 5.3 will then report those businesses that indicated they used a particular platform as “never” or “sometimes” were conservatively reported as “never”, because the words “never” and “sometimes” indicate irregular or minimal usage. Consequently this paradigm is justifiable because it confirmed that those businesses whose usage was frequent, used the platform for a specific goal.

Table 5.3: Purpose for which businesses used social media

Purpose of use	Percentage	Respondents n=72	Standard Deviation
		Mean	
Promotion	67.6%	2.75	.823
New Product/marketing	58.8%	2.65	.974
Socialising with client	77.3%	3.04	1.019
Customer loyalty	65.2%	2.71	.915

The results, in Table 5.3 above, indicate that social media use was mostly for the purpose of socialising with clients (77.3%). Respondents indicated that promotion was the second most frequent purpose (67.6%), while increasing customer loyalty was the next most frequent purpose (65.2%). Marketing scored only 58.8% as the purpose of social media use, informing clients about new

products. The standard deviation of 1.019 indicated disagreement amongst the respondents on the use of the platform for business purposes, because many used it for socialising with clients, rather than for marketing purposes.

5.5 PERCEPTION OF THE EFFECTIVENESS OF SOCIAL MEDIA MARKETING

In Section 2 of the questionnaire, there were two parts (Part A and Part B). In Part A, the respondents were asked to indicate their opinion of the effectiveness of the three social media platforms when used for marketing, namely Facebook, Twitter and WhatsApp. A Likert scale, with a rating of 1 for “ineffective”, 2 for “neutral”, 3 for “somewhat effective” and 4 for “very effective” was used. Therefore the nearest the mean was to four, the more effective the platform was perceived to be.

For specificity and accuracy, the responses that social media use was either “somewhat effective” or “very effective” were merged together, and reported as “perceived percentage of the platform used to be very effective”, and these results are shown percentages in Table 5.4. The approach is justifiable because it reported only the effective use of social media for marketing SMMEs.

Table 5.4: Perception of the effectiveness of using social media for marketing

Social media used for marketing	Perceived effectiveness in percentages	Respondents n=79	Standard Deviation
		Mean	
Facebook	61.7%	2.71	0.979
Twitter	36%	2.10	0.907
WhatsApp	84.8%	3.13	0.790

Table 5.4 summarises social media use for marketing purposes, with the perceived effectiveness of Facebook at 61.7%, Twitter at 36% and WhatsApp at 84.8%. The mean in the above table confirms that WhatsApp was perceived to be the most effective (3.13) followed by Facebook (2.71) and Twitter (2.10). The standard deviation, which was between 0.790 - 0.979 indicated the stability of this result.

The above results were consistent with those of Khan and Karodia (2013) and Cox (2010), who found that 51% and 91% of respondents' agreed that Facebook platform was an effective channel for marketing and customer relations.

In Section 2, Part B of the questionnaire, the respondents who indicated that the platform was effective, were asked whether they measured the effectiveness using classic social media instruments in the form of *Fans/ follow/ like, retweets, comment, share of conversation or referral*. The participants had to give a simple yes or no answer.

Table 5.5: Measurement of the effectiveness of social media

Apparatus	Yes	No
Do you measure the effectiveness?	84.9%	15.1%
Fan/Follow/Like	51.6%	48.8%
Retweets	14%	86%

Comments	69.6%	30.4%
Share of conversation	78.5%	21.5%
Referral	27.5%	72.5%

As summarised in Table 5.5, sharing a conversation was perceived to be the most effective way to promote small businesses, with 78.5% of respondents indicating agreement, while 21.5% showed no interest in using that method. The use of comments by 69.6% was offset by 30.4% in that category who disagreed, followed by *Fans/Follow/Like* (51.6%) as a method of measuring effectiveness, while 48.8% disagreed on that approach. Referral was not a popular method of measuring effectiveness, (27.5%) while 72.5% did not choose that approach. The fewest respondents in agreement were those who chose to use *retweets* (14%), while 86% of respondents did not choose that approach to measure effectiveness. These results to some extent are consistent with that of Hsu and Ting (2013) in United States, who found that effective use of Facebook features “*fans, like, comments*” increased sales indirectly by posting interesting and informative updates, as well as responding to comments. However, the results tended to differ from those of KPMG (2011) who found in Australia that organisations have either informally observed or organisationally measured the benefits of social media, and that the benefits outweigh the risks of usage.

5.6 FREQUENCY OF SOCIAL MEDIA USAGE FOR GROWTH OF BUSINESS

In Section 3 of the questionnaire, respondents who agreed they had measured social media marketing effectiveness, were asked to specify how often they employed social media marketing as a strategy to support business growth; specifically, in the form of marketing feeds hourly during the day, daily, weekly and monthly. A four-point Likert scale was used, with the weightings of 1 for “not at all”, 2 for “neutral”, 3 for “often” and 4 for “very often”. Hence the nearest the mean was to four, the more often marketing feeds were used.

For clarity’s sake, the percentage of respondents who noted that they used social media for the growth of their businesses either “often” or “very often” were merged together and summarised as “percentage measured very often” in the second column of Table 5.6. Those respondents who noted that their use of the platform for the growth of the business was “not at all” or “neutral”, had their

responses conservatively summarised as “never used”. This is summarised for the sake of clarity, so that only respondents who reported that they used the platform “often” and “very often” were counted, as reflected in the table below. And it has also been used in previous studies (see Maduekwe & Kamala 2016:188).

Table 5.6: Frequency of social media usage for the growth of business

Timing	Percentage	Respondents	Standard Deviation
		n= 72	
		Mean	
Hourly day time	65.6%	2.69	0.821
Daily	87.5%	3.32	0.766
Weekly	66.6%	2.72	0.916
Monthly	36%	2.39	1.125

With reference to Table 5.6, a daily update of the business social media platform (87.5%) was the most frequent practice amongst business owners/managers, followed by a weekly update (66.6%), then, hourly during the day (65.6%). The least frequent updates (monthly) were done by 36% of respondents. The above result is somewhat consistent with the findings of Patnaik et al. (2011) who found that 86% of marketers in the United States took six hours weekly to engage in social media marketing. This current result also reflects the findings of Jurisova (2013) who pointed out that 62% of the respondents spent between six and twenty hours on social media marketing feeds weekly in Slovakia. The standard deviation of above one (1.125) indicated disagreement about the use of social media marketing channels monthly strategies, because it was regarded as not being in line with proper marketing.

5.7 FACTORS THAT CAN INHIBIT SMALL BUSINESS FROM USING SOCIAL MEDIA

This section of the questionnaire has four direct suggestions in the form of questions, to extract a valid answer from the respondents. The respondents’

were asked to comment on which factors might prevent small businesses from using social media platforms to their advantage. The answers ranged from “lack of internet facilities such as smart phone or computer internet connection” to “unawareness of the capabilities the platforms”, “unawareness of social media platforms” and “not abreast of any marketing strategies”. A four-point Likert scale was used, with one for ‘disagree’, two for “neither agree nor disagree”, three for “agree” and four for “strongly agree”.

In order to simplify the responses into clear categories, responses which indicated “agreed” or “strongly agreed” with either of the statements, were merged and categorised as the percentage that strongly agreed, in Table 5.7. Hence, the respondents who disagreed, as well as those who neither agreed nor disagreed with the statement question, were reported as autonomous statements. This paradigm is justifiable to ensure that the results show only the respondents who agreed with the statements (about the factors that can hinder small business from using social media to their advantage).

Table 5.7: Factors that can hinder the use of social media

Number	Factors that inhibit the usage of the platform	Percentage	Respondents	Standard Deviation
			n=94	
			Mean	
1	Lack of internet facilities such as smart phone or computer internet connection	37.3%	2.12	1.125
2	Do not know the capabilities the platform can offer	25.8%	1.84	1.106
3	Unaware of social media platforms	22.6%	1.69	1.189
4	Do not know any marketing strategies	24.7%	1.74	1.160
5	Lack of interest in social media	15.9%	1.53	0.958

5.7.1 Factors that can hinder small business from using social media to their advantage

The above summary in Table 5.7 shows that most respondents cited lack of internet facilities such as a smart phone or computer internet connection (37.3%) as a factor that might hinder their businesses from using social media to their advantage. The next percentage (25.8%) refers to those respondents who agreed that they did not know the capabilities social media might offer. Those respondents who did not know about any marketing strategies, made up 24.7%, while 22.6% strongly agreed that they were unaware of social media platforms. The lowest percentage (15.9%) indicates respondents with a lack of interest in social media. The standard deviation above 1 showed the level of disagreement or variation amongst the respondents.

The results show some similarity with previous studies. For instance and to some extent, the findings of Kanchanataneet al. (2014) in Thailand, who noted that the perception that social media was not useful, and a negative attitude towards e-marketing, were factors that might hinder businesses from using social media to their advantage. Similarly, Werees (2012) found in Canada that respondents perceived their own lack of ability and lack of time as part of the inhibiting factors. These results confirm what was found by Ndlodo and Dhurup (2010) in South Africa, namely that lack of knowledge about e-marketing capabilities was a factor which could inhibit stakeholders from adopting the platforms. The similarity could be attributed to different individual perceptions amongst the participants in the above studies.

5.8 SUMMARY

The main objective of Chapter 5 was to report on the findings and to discuss the results of the survey, conducted to discover whether small business decision-makers utilized social media platforms such as Twitter, Facebook and WhatsApp for the growth of their SMMEs, in the Cape Metropole, South Africa. The results identified the type of social media marketing platform used, and this was discussed and analysed; the study also examined the purpose for which the platforms were used, the perceptions of respondents about the effectiveness of social media usage for marketing, and how often the decision-makers used the platform for their business's growth. Lastly, the factors that could inhibit small businesses from using the platform to their advantage, were identified.

Concerning the social media network site usage by small businesses, 92.6% agreed that they used social media. Of the sampled small businesses, 58.9% used Facebook for marketing their businesses, while the most popular platform was WhatsApp (82.3%), and then Twitter was the least used platform for marketing with 27.5%. Many SMMEs (76%) used other marketing methods such as email, telephone calls, word of mouth advertising, and flyers.

With regard to the purpose for which social media was used by the small businesses in the study, the results indicated that 67% was for promotional purposes, 58.8% was to inform clients about new products and market them, 65.2% was to increase customer loyalty, and then the most frequent purpose was to socialize with clients (77.3%).

As far as respondents' perception of the effectiveness of social media marketing was concerned, the results showed that WhatsApp was most frequently used for business marketing (84.8%), followed by Facebook (61.7%) and Twitter (36%).

Concerning the measurement of social media effectiveness, this was reflected in respondents' reported use of simple social media tools, such as Fans/ follows/ like (50.5%), retweet (14%), comments (69.6%), share of conversation (76.8%) and referral (27.5%), which showed the respondents' choices for effective social media use.

With regards to respondents' perceptions of how often the platform should be used for the growth of the business, it seemed that daily use (87.5%) was perceived to be the most effective to promote the business, followed by weekly use (66.6%), then hourly use (65.5%) and least effective, monthly use (36.4%).

In respect of the factors that might hinder small businesses from using a social media platform to their business advantage, the results revealed a number of factors. The lack of internet facilities such as a smart phone or computer internet connection, was deemed to be the highest factor (37.3%), followed by respondents not knowing the capabilities of social media (25.8%), then respondents having no knowledge of marketing strategies (24.7%) respondents being unaware of social media platforms (22.6%) and lastly, respondents lacking interest in social media usage (15.9%).

The next chapter (Chapter Six) presents a summary of this research and draw conclusion.

CHAPTER SIX

SUMMARY AND CONCLUSION

6.1 INTRODUCTION

This study aimed at establishing whether small business owners / managers utilized social media platforms in the form of Twitter, Facebook and WhatsApp, to support the growth of their businesses in the Cape Metropole. The scarcity of academic research on the use of social media platform to support the growth of small business in South Africa indicated a need for this study. To achieve this aim, a survey questionnaire was used.

The aim of this chapter is to summarise the results and discuss conclusions about the social media platform used for the growth of small business, the effectiveness of social media platform when used for these small businesses, how often social media platforms are used for the growth of small business, and the factors that could inhibit small business from using these platforms to support their growth.

6.2 SUMMARY OF CHAPTER 1: PROBLEM AND OBJECTIVES OF THIS RESEARCH

The problem addressed by this research is that small businesses in South Africa were perceived to be failing partly owing to a lack of, or ineffective usage of social media platform to grow their businesses. This study was conducted to address the following research objectives:

- to discover whether social media platforms were being used for the growth of the business;
- to determine the effectiveness of social media platforms, when used for the growth of the business;
- to identify how often small businesses used social media platforms for the growth of the business;
- to identify the factors that could inhibit small business from using social media to support business growth.

6.3 SUMMARY OF CHAPTER 2: CONCLUSIONS OF LITERATURE REVIEW

The chapter sought to describe and summarise the literature studies conducted on social media usage by SMMEs. It began with the definition of social media, with a focus on Twitter, Facebook and WhatsApp, followed by the definition of small business, as well as the classification of SMMEs. It also focused on the importance of small business to South Africa's economy, the challenges to small businesses in South Africa, and in other countries; it also identified the challenge of acquiring small business skills.

6.4 SUMMARY OF CHAPTER 3: COMPARATIVE STUDIES ON SOCIAL MEDIA

The chapter reviewed available literature on the use of social media for the growth of business, the effectiveness of platform marketing strategies, how often the platform was used for the growth of small business, and finally the factors that hinder small business from using social media.

The literature review revealed that social media networks were commonly used for different purposes in different fields of work; for marketing communication strategies between business and stakeholder, internal and external communication, for public relations communication among public relations practitioners, to engage with customers in business and corporate organisations, because of the two-way communication capability social media could offer; for academic purposes in learning institutions, and for customer relations in business. Social media changed small business communication strategies by offering a new dimension for business marketing, with the platforms being used for business advertisement, furthermore the connections of blogs to the platforms and social media being used for socialising among people on the same network.

As far as the perceived effectiveness is concerned, the reviewed literature indicated that social media platforms were effective, with the adoption of the platform as a new marketing strategy. This was done because of the two-way communication pattern social media could offer, that allowed for response from the stakeholders, and increased interaction between internal and external stakeholders. Furthermore, it was suggested that social media was perceived as effective in marketing, and in achieving business goals through the consolidation of awareness, which led to increased sales and customer loyalty. Concerning the

literature review on how often small businesses used social media platforms for the growth of their business, the few studies reviewed thus far indicated that the average businesses apportioned time on a weekly basis to send out feeds using social media.

Regarding the factors that could inhibit small business from using the platform, the literature reviewed elucidated that various key factors such as perceived lack of ability and time, perceived lack of usefulness of social media platforms, attitude towards social media, and business as compatibility with social media. Other inhibiting factors were a lack of knowledge about the capabilities of social media, the technology incompatibility of stakeholders, stakeholders not being willing to adopt social media platforms, and also a lack of orientation to social media, a high illiteracy rate, and the lack of ICT equipment in rural areas.

6.5 SUMMARY OF CHAPTER 4: CONCLUSIONS AND SUMMARY OF RESEARCH METHODOLOGY AND DESIGN

This part of the study described the research design and methodology adopted for data collection to address the objectives of the study. Chapter 4 started by discussing the research paradigm employed in the study and why a questionnaire survey methodology was employed for data collection. Thereafter, it described the research population and sampling method used, then the questionnaire design, and also explained the nature and purpose of the pilot study, which was conducted before the actual study. A discussion of the data collection process and data analysis pattern used in this research was provided. The reliability and validity measures taken for the research instrument, as well as a discussion on the limitations of questionnaire survey methodology were discussed. An explanation of ethical considerations for this study was provided. Thereafter the summary of the chapter was concluded with a re-statement that the methodology employed in this study was suitable to address the study objective, which was key to the study.

6.6 SUMMARY OF CHAPTER 5: ANALYSIS AND DISCUSSION OF RESULTS

The chapter analysed and discussed the result of the survey which addressed the main objective of the study. It started by pointing out the research objective of this study, followed by the explanation of response rate of the respondents and their business profiles, then analysis and discussion of the study results.

6.6.1. The population, respondents' business profile, and response rate

The population used for this study comprised of small businesses in the hospitality sector, specifically restaurants located in the Cape Metropole, in Cape Town, South Africa. A target sample of 100 small businesses was chosen to achieve this goal, 180 questionnaires were personally distributed to the sample, using a purposive sampling method. Of those distributed, 95 usable questionnaires were returned, resulting in a response rate of 52.7%. This was above the 50% response rate of similar studies conducted in the Cape Metropole (Maduekwe & Kamala 2016:186).

In all, 63.3% respondents were managers and 33.7% were owners of the business, 13.7% of the respondents had been in that positions for less than one year, while 42.1% had been in their positions for 1-5 years, while 29.5% had six to ten years' experience in the afore-mentioned position, and 14.7% had more than ten years' experience in their positions. The respondents' qualification profile showed that 42.1% had a doctorate degree, a master's degree, a bachelor's degree or a diploma. Of those qualifications, 38.9% were business/marketing related. Given this profile, the respondents were expected to have expert knowledge on the business operation, mainly marketing.

The respondents' profile in the hospitality sector consisted of 49.5% in fast food restaurants, 20% in pubs, while 5.3% operated in pizzerias, 5.3% in seafood restaurants and 20% in coffee shops. This confirmed that the respondents sampled were from the hospitality sector, specifically restaurants, which was appropriate to the focus of the survey. Concerning the size of the sampled businesses, 30.5% were micro-enterprises (with 1 - 5 employees), while 65.3% very small enterprises (with 6 - 20 employees) and only 4.2% were small enterprises (with 21 - 50 employees). Therefore the respondents participating in this study were all from small businesses (SMMEs), which was the target identified for the study.

6.6.2 THE SOCIAL MEDIA PLATFORM USED BY SMALL BUSINESSES

6.6.2.1 Focus on social media sites used in this study

Concerning the use of social media sites by respondents, the results revealed that 92.6% of the respondents used social media, while 7.4% did not use social media sites. Amongst those who used social media marketing very frequently, 58.9% used Facebook, while 27.5% used Twitter, followed by 82.3% who used WhatsApp, and 76% respondents used other marketing tactics, such as SMS, flyers, word of mouth advertising and e-mails. This indicates that Facebook and WhatsApp have a more viable marketing potential than Twitter. It can be said therefore that SMMEs (restaurants) in the Cape Metropole used social media platforms to support their businesses. This result affirms the principal research objective of this study as well as echoes that of Hsu and Ting (2013) that revealed social media platforms were used in hospitality industry, for communication to potential customers.

6.6.2.2 Social media use and the purpose of this study

With regard to the purpose for which social media was frequently used, the results revealed that 67% respondents used the platform to inform their clients about business promotions, followed by 58.8% who used it for new product marketing, while 77.3% used the platform to socialise with clients and 65.2% to increase customer loyalty, with the highest percentage being used for socialising.

Earlier the researcher had stated that SMMEs in Cape Metropole were perceived to be failing, due in part to their lack of effective use of social media platforms. In short, given that SMMEs in Cape Metropole lack conventional marketing skills, one is inspired to argue that the use of social media for improvements in business was gaining grounds albeit not quite strategically. Although Lekhanya (2013) found an almost similar scenario, the researcher argues further that if social media use is channelled towards strategic marketing, it will significantly boost small business marketing capabilities. Such strategic marketing options may include posting updates of menus and new menus as well as other attractions.

6.6.3 Perception of the effectiveness of the use of social media for marketing

Regarding the effectiveness of social media platform for the growth of small business, the results revealed that WhatsApp was perceived to be the most

effective platform (84.8%) of the three sites, followed by Facebook (61.7%) and Twitter being regarded as the least effective (36%).

This confirmed that the platforms were effective for marketing. When respondents were asked whether they measured effectiveness, (84.9%) confirmed that they did, while 15.1% did not. Those who did measure effectiveness, included some who only used the *fans/follower/like* feature (51.6%) 48.4% did not use those features or any other way of measuring the effectiveness of their social media marketing. Some respondents (14%) indicated that they used the “retweet” function but most (86%) did not use that. The “comments” function was used by 69.6% respondents to measure effectiveness while 30.4% did not use that. While 78.5% used the “share of conversation” to measure effectiveness, 21.5% did not use that. “Referral” was used by 27.5% of respondents, but 72.5% did not use that function to measure the effectiveness of their marketing. Therefore “share of conversation” on the platform proved to be the best mechanism to measure effectiveness of the social media marketing process. These findings suggested that social media platforms are perceived to be somewhat effective tool when used for marketing purpose, which validates the findings of the second primary objective of this study. The finding is also in agreement with the study of Seth (2012) who that found 75% of the respondents affirmed their use of social media platforms for reservation booking, which raised their profit to 81%.

6.6.4 Frequency of use of social media for the growth of the business

As was the case with how often businesses used social media platform for the growth of the business, the results revealed that 87.5% of the sampled small businesses used social media for marketing on a daily basis, followed by 66.6% who used weekly marketing feeds on the platform. Some 65.5% of the respondents used hourly social media promotion, and 36.4% used the service only on monthly basis. These results indicated that the respondents who used the platform very often, on a daily basis, achieved a better result for the growth of their businesses. It can therefore be assumed that probably frequent usage of the platforms for marketing will increase business growth pointing at primary objective three of this study. The result agrees with that of Jurisova (2013) who stated that 62% of the respondents affirmed they took between six to twenty hours on social media marketing feed weekly to achieve business goals.

6.6.5 Factor that could inhibit small business from using social media

With respect to the factors that inhibit small business from using social media, there were discrepancies in the results amongst those who strongly agreed. A lack of internet facilities such as smart phone or computer internet was the most frequently cited negative factor, (37.3%), followed by respondents who did not know the capabilities the platform could offer (25.8%), and those who were unaware of the use of social media platforms for marketing (22.6%). Some respondents cited their lack of marketing strategies (24.7%) and the smallest number replied that they had no interest in social media (15.7%). This result to some extent agrees with Ndlovo (2010) and Boateng (2012) who stated that 54% of respondents agreed that a lack of knowledge, training, advice and support were the factors responsible for their inability to adopt e-marketing thus giving answer to research objective four.

6.7 THE SIGNIFICANCE AND THE CONTRIBUTION OF THE STUDY

6.7.1 Contribution of this research

This research makes a variety of contributions to the literature about the use of social media. It is the first research to investigate the usage of social media platform to support the growth of small business (mainly restaurants) in the Cape Metropole, South Africa. Hence it fills the gap in knowledge by investigating the use of social media platform to support business growth, which is essential for the survival of SMMEs in South Africa, and which until now has been neglected by research.

A second point is that this research provides special insight into the use of social media platform to support the growth of small business in the South African context, using Facebook, Twitter and WhatsApp; also about the purpose of their use of those media, the effectiveness of this method for business marketing, how often social media platform were employed for business growth and the factors that inhibit business from using social media. Given that previous research was conducted mostly in other countries, and only a few in South Africa have mentioned the adoption of social media as a marketing tool, this research provides unique empirical results regarding the use of social media as a marketing tool in the hospitality sector, particularly restaurants, in the South African context.

A third point is that unlike other previous research studies conducted in South African which investigated the use of social media platforms marketing, this research investigated the use of three social media platforms at once, Facebook, Twitter and WhatsApp. Therefore, it provides insight into the use of social media platforms as a collective marketing strategy, rather than the silo paradigm used in most of the literature that leads to ineffective compliance. It also optimised previous recommendations on the various interventions that should be taken to support businesses to adopt social media marketing strategies.

6.7.2 SIGNIFICANCE OF THE STUDY

6.7.2.1 Significance to the practitioners

It is hoped that the findings of this research will be of use to the Department of Small Business Development, which is charged with promoting and supporting SMMEs by creating a conducive environment for them to thrive. The findings offer insight into the social media sites that small businesses mostly used, and others that they did not use, and also provides the purpose for which these platforms were used. The findings did show how respondents perceived the effectiveness of social media marketing strategy. In addition, the findings offer insight into how often the platform were used for business marketing, and identifies which factors could inhibit small business use of social media to their advantage.

These findings could also be used to make an informed decision on future programmes and planning of the Department of Small Business when developing new intervention strategies. Such strategies could improve and sustain the survival rate of SMMEs, whereas the previous and ongoing intervention mechanism seems to have failed to buffer the failure rate experienced by small businesses.

The findings of this research are significant to small business decision-makers. The findings offer a better understanding of the effectiveness of social media usage on business growth. This information will assist the small business owner/manager to employ marketing strategies that are cost effective, to enhance the growth of their business and also their survival rate.

6.7.2.2 Significance to the academics

The findings of this research are significant to researchers who may also want to replicate this study in other industries and sectors. When this is done in small and medium enterprises, it will also verify the validity of this study's findings. The researchers can employ the methodology used in this research for further exploration on other social media sites not used in this current study. This study provides a springboard for other South African and African researchers to embark on similar research in other contexts. This could further contribute to a clearer understanding of the use of social media platform to small business advantage, and proffer a better intervention that supports the survival of small businesses. Institutions that offer marketing courses may incorporate the findings of the research in their academic syllabus, by offering short programmes on the use of social media marketing for SMMEs.

6.8 LIMITATIONS AND CONSTRAINTS OF THE STUDY

This study offers an invaluable insight; however it has its own constraints, as follows:

- The findings depict the view of small business owner/managers as decision-makers only in the Cape Metropole, and may not be generalisable to those of other metropolises in the rest of South Africa.
- The sample selected for this research was only of small enterprises, which may have slanted its findings.
- This study investigated the use of social media namely Facebook, Twitter and WhatsApp as marketing tools. Therefore findings cannot be generalised to the use of other social media sites not mentioned in this study.
- This study used a self-administered questionnaire survey, which is a paradigm with documented pitfalls, in the form of low response rate, non-response bias and respondents missing out questions and unintended respondents to complete the questionnaire. However, various intervention measures were taken, as mentioned in Chapter 4, Section 4.5 to avoid these limitations.

- This study also identified that there were limited number of literature on the social media frequency of use, and factors inhibiting small business from using social media.
- The study did not use cross sectional research concept which may have as well skewed the findings.
- The data collection lasted nine weeks, owing to a lack of willingness amongst some of the respondents to participate. It took the researcher more than one visit and ample time to reassure and convince those respondents that the study was purely for academic purposes, as stated in the consent form.

Despite the limitations mentioned above, the outcome of this research significantly imparts information about the use of social media as a marketing tool by small businesses. Therefore, the aforementioned limitations do not outweigh the great insight provided by the study, in this under- researched field of knowledge.

6.9 SUGGESTIONS FOR FURTHER STUDIES

The aforementioned limitations of this study also present an opportunity for further research, as recommended below.

- This study focused only on small businesses in the hospitality sector, specifically restaurants in the Cape Metropole. Further research can focus on other sectors, in other locations and may be on SMMEs not included in this study.
- Further research should be an extensive case study to fully understand the positive and negative impact of using social media marketing platform in a small business.
- Further research should employ a bigger sample size to have a more generalisable outcome.
- This study assumed that owners and managers were the only decision-makers of small business; however, this may not be the same reality for other businesses. Therefore, further research that could include individuals who have the responsibility of decision-making, other than owners and managers, is highly recommended.

- A comparative study could be conducted to compare the use of social media marketing platform and the traditional marketing approach in small businesses in South Africa and Africa.
- This study focused on only three social media sites. Future studies could focus on other profitable social media sites such as LinkedIn, Skype, Instagram and Imo.

A mixed methodology paradigm could be employed for future research to investigate the factors that inhibit small businesses from using social media platform to their advantage, doing so with the use of open-ended questions for the investigation, in order to gain deeper insight than was possible in this study.

In closing this study stands as a catalyst for other researchers in South Africa to take up similar study in other contexts, bearing in mind that this research focused only on small businesses in the hospitality sector, specifically restaurants in the Cape Metropole. Further studies could focus on other sectors as well as researching on SMEs in other locality with the aim to unlocking the positive and negative impact of social media marketing strategies on businesses. This chapter concludes the research study which addressed whether small businesses in the Cape Metropole are failing partly owing to a lack of effective usage of social media platforms. In this concluding chapter, the conclusions were examined in conjunction with the research objectives to show how the objectives have been accomplished. Recommendations were made. Among them was that SMMEs owner/manager should utilize social media channels as part of their cost effective marketing strategies, to enhance the growth of business. The limitations of the research were also considered, followed by suggestion for further research.

With the findings, it can be concluded that small businesses specifically restaurants in Cape Metropole used social media marketing communication platforms moderately effectively, however a level of vagueness towards a lack of strategic marketing communication does exist. This suggests that small businesses owner/manager should increase their uptake, and understanding of the fundamentals of using the platforms to strategically achieve greater business growth.

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APPENDICES

Appendix A: Consent Letter



CAPE PENINSULA UNIVERSITY OF TECHNOLOGY

FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

Informed consent to participate in an academic study

Research conducted by:

Oji Obiefula Nnadi Elvis

Student No: 211299367

Dear Sir /Madam,

Invitation to participate in an academic research study

I am a Master's student of the Department of Entrepreneurship and Business Management at the Cape Peninsula University of Technology. I am researching the use of social media marketing strategies to support the growth of small business in the Cape Metropole. Essentially, I aim to: (1) identify the social media platform that is mostly used by small businesses; (2) why that particular platform is mostly used; and (3) how the platform is utilised.

Your participation in this study is voluntary. You are at liberty to withdraw at any time of your choosing. You are also at liberty to ignore any question which you are uncomfortable with. **The information that you will supply including your personal identity or that of your firm will be treated strictly as confidential and your anonymity will be guaranteed.** This study is purely for academic study. The result of this research will be submitted in fulfilment of the requirements for a Master of Technology degree in the form of a thesis to Cape Peninsula University of Technology.

Your consent to enable me to continue with this research in your firm will be appreciated.

For further inquiries you may contact me on 0733110776 or my supervisor Prof. Chux Gervase Iwu on 0214609038 or iwuc@cput.ac.za

You have read and understood the information provided.

You may choose to participate in the study voluntary or even withdraw your participation.

Date.....sign.....Name of firm.....

Appendix B: Questionnaire

QUESTIONNAIRE				
Section 1: The social media marketing platform used for the growth of your business				
1. Do you use social media network site(s)? Yes [] No []				
2. Which of the social media sites do you use for marketing your business? Use the following scale to answer question 2 and 3. 1= Never, 2 = Sometimes, 3 = Frequently, 4 = Very frequently				
a. Facebook	1	2	3	4
b. Twitter	1	2	3	4
c. WhatsApp	1	2	3	4
d. Others	1	2	3	4
3. For what purpose do you use the above social media platform?				
a. To inform clients about promotions	1	2	3	4
b. To inform clients about new product/marketing	1	2	3	4
c. To communicate to clients to socialise	1	2	3	4
d. For customer loyalty	1	2	3	4

Section 2: Effectiveness of using social media for marketing. Use the following scale to answer question 4. 1 = Ineffective, 2 = Neutral, 3 = Somewhat effective, 4 = Very effective.				
a. How effective is Facebook platform for business marketing?	1	2	3	4
b. How effective is Twitter platform for business marketing?	1	2	3	4
c. How effective is Whatsapp platform for business marketing?	1	2	3	4

d. Do you measure the effectiveness? [Yes]
[No]

If yes how do you measure the effectiveness?

a. Fans/ Followers/ Like []

b. Retweets []

c. Comments []

d. Share of conversation []

e. Referral []

Section 3: How often do you use social media for the growth of the business?

Use the following scale to answer question 5. 1= Not at all, 2=Neutral, 3=Often, 4=Very often

a. Hourly during the day	1	2	3	4
b. Daily	1	2	3	4
c. Weekly	1	2	3	4
d. Monthly	1	2	3	4

Section 4: The factors that can inhibit small business from using the platform to their advantage.

Use the following scale to answer question 6. D= Disagree, N= Neither agree nor disagree, A=Agree, SA= Strongly Agree

a. Lack of internet facilities such as smart phone or computer internet connection	D	N	A	SA
b. Do not know the capabilities the platform can offer	D	N	A	SA
c. Unaware of social media platforms	D	N	A	SA
d. Do not know any marketing strategies	D	N	A	SA
e. Lack of interest in social media	D	N	A	SA

Section 5- Respondent and business profile (Please mark "x" in the appropriate box)	
7. What type of restaurant does your business operate?	
a. Fast food	[]
b. Pub	[]
c. Pizzerias	[]
d. Seafood restaurant	[]
e. Coffee shop	[]
8. What is your position in the business?	
a. Manager	[]
b. Owner	[]
9. How long have you been in the above position? Less than 1year [] 1-5years [] 6-10 [] Above 10 years []	
10. What is your educational background? Matric [] Diploma [] Degree [] Masters [] Doctorate [] Short course(s) [] Other [], if other please specify.....	
11. Was the above education business / marketing related? Yes () No ()	
12. How many employees are in your firm? 1-5 [] 6-10 [] 11-20 [] 21-50 []	
Thank you very much for taking time to participate in this study. If you would like feedback on the findings of this study please e-mail: obiorji.orji@gmail.com with your request.	

Appendix C: Cronbach Alpha Test Result

Reliability

[DataSet1] C:\DELL E4310 Laptop\@LaCie\Research\Research PostGraduate\MTech\CPUT\2015 & 2016\OrjiObi\DATA ANALYSIS OJI ONE.sav

Scale: Which Social Media

Case Processing Summary

		N	%
Cases	Valid	14	14.7
	Excluded ^a	81	85.3
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.613	4

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q2_1	7.79	3.566	.640	.361
Q2_2	8.36	4.247	.433	.520
Q2_3	8.07	3.456	.434	.515
Q2_4	7.71	4.989	.140	.714

Reliability

Scale: Which Social Media

Case Processing Summary

		N	%
Cases	Valid	57	60.0
	Excluded ^a	38	40.0
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.681	3

Reliability

Scale: Social Media Purpose

Case Processing Summary

		N	%
Cases	Valid	55	57.9
	Excluded ^a	40	42.1
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.717	4

Reliability

Scale: Social Media Effectiveness

Case Processing Summary

		N	%
Cases	Valid	59	62.1
	Excluded ^a	36	37.9
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.521	3

Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q4_a	5.10	1.369	.564	-.057 ^a
Q4_b	5.66	1.642	.524	.073
Q4_c	4.69	3.078	.008	.818

a. The value is negative due to a negative average covariance among items. This violates reliability model assumptions. You may want to check item codings.

Reliability

Scale: Social Media Effectiveness

Case Processing Summary

		N	%
Cases	Valid	60	63.2
	Excluded ^a	35	36.8
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.822	2

Reliability

Scale: Social Media Frequency of use

Case Processing Summary

		N	%
Cases	Valid	26	27.4
	Excluded ^a	69	72.6
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.883	4

Reliability

Scale: Social Media Inhibiting factors

Case Processing Summary

		N	%
Cases	Valid	93	97.9
	Excluded ^a	2	2.1
	Total	95	100.0

a. Listwise deletion based on all variables in the procedure.

Reliability Statistics

Cronbach's Alpha	N of Items
.933	5

Appendix D: Statistic Frequency Mean and Standard Deviation
Descriptive

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Descriptive Statistics

	N	Minimum	Maximum	Mean	Std. Deviation
Which of the social media sites do you use for marketing your business? Facebook	73	1	4	2.71	.920
Which of the social media sites do you use for marketing your business? Twitter	58	1	4	1.98	.848
Which of the social media sites do you use for marketing your business? Whatsapp	79	1	4	3.15	.921
Which of the social media sites do you use for marketing your business? Others	25	1	4	3.12	.833
For what purpose do you use the above social media platform? To inform clients about promotions	71	1	4	2.75	.823
For what purpose do you use the above social media platform? To inform clients about new product /(marketing)	68	1	4	2.65	.974
For what purpose do you use the above social media platform? To communicate to clients to socialise	75	1	4	3.04	1.019
For what purpose do you use the above social media platform? for customer loyalty	72	1	4	2.75	.915
Effectiveness of using Social media for marketing. How effective is Facebook platform for business marketing?	73	1	4	2.71	.979

Effectiveness of using Social media for marketing. How effective is Twitter platform for business marketing?	61	1	4	2.10	.907
Effectiveness of using Social media for marketing. How effective is Whatsapp platform for business marketing?	79	1	4	3.13	.790
How often do you use social media for the growth of the business? Hourly during the day	32	1	4	2.69	.821
How often do you use social media for the growth of the business? Daily	72	1	4	3.32	.766
How often do you use social media for the growth of the business? Weekly	39	1	4	2.72	.916
How often do you use social media for the growth of the business? Monthly	33	1	4	2.39	1.029
The factors that can inhibit small business from using the platform to their advantage. Lack of internet facilities such as smart phone or computer internet connection	94	1	4	2.12	1.125
The factors that can inhibit small business from using the platform to their advantage. Do not know the capabilities the platform can offer	93	1	4	1.84	1.106
The factors that can inhibit small business from using the platform to their advantage. Unaware of social media platforms	93	1	4	1.69	1.189
The factors that can inhibit small business from using the platform to their advantage. Do not know any marketing strategies	93	1	4	1.74	1.160
The factors that can inhibit small business from using the platform to their advantage. Lack of interest in social media	94	1	4	1.53	.958
Valid N (listwise)	5				

Appendix E: FREQUENCY DISTRIBUTION

Frequencies

[DataSet1] C:\DELL E4310 Laptop\@LaCie\Research\Research PostGraduate\MTech\CPUT\2015 & 2016\OrjiObi\DATA ANALYSIS OJI ONE.sav

Frequency Table

Do you use a social media network site?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	YES	88	92.6	92.6	92.6
	NO	7	7.4	7.4	100.0
	Total	95	100.0	100.0	

Which of the social media sites do you use for marketing your business? Facebook

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	7	7.4	9.6	9.6
	Sometime	23	24.2	31.5	41.1
	Frequently	27	28.4	37.0	78.1
	Very frequently	16	16.8	21.9	100.0
	Total	73	76.8	100.0	
Missing	System	22	23.2		
Total		95	100.0		

Which of the social media sites do you use for marketing your business? Twitter

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	19	20.0	32.8	32.8
	Sometime	23	24.2	39.7	72.4
	Frequently	14	14.7	24.1	96.6
	Very frequently	2	2.1	3.4	100.0
	Total	58	61.1	100.0	
Missing	System	37	38.9		
Total		95	100.0		

Which of the social media sites do you use for marketing your business? Whatsapp

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	7	7.4	8.9	8.9
	Sometime	7	7.4	8.9	17.7
	Frequently	32	33.7	40.5	58.2
	Very frequently	33	34.7	41.8	100.0
	Total	79	83.2	100.0	
Missing	System	16	16.8		
Total		95	100.0		

Which of the social media sites do you use for marketing your business? Others

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	1	1.1	4.0	4.0
	Sometime	4	4.2	16.0	20.0
	Frequently	11	11.6	44.0	64.0
	Very frequently	9	9.5	36.0	100.0
	Total	25	26.3	100.0	
Missing	System	70	73.7		
Total		95	100.0		

For what purpose do you use the above social media platform? To inform clients about promotions

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	6	6.3	8.5	8.5
	Sometime	17	17.9	23.9	32.4
	Frequently	37	38.9	52.1	84.5
	Very frequently	11	11.6	15.5	100.0
	Total	71	74.7	100.0	
Missing	System	24	25.3		
Total		95	100.0		

For what purpose do you use the above social media platform? To inform clients about new product /(marketing)

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	10.5	14.7	14.7
	Sometime	18	18.9	26.5	41.2
	Frequently	26	27.4	38.2	79.4
	Very Frequently	14	14.7	20.6	100.0
	Total	68	71.6	100.0	
Missing	System	27	28.4		
Total		95	100.0		

For what purpose do you use the above social media platform? To communicate to clients to socialize

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	10	10.5	13.3	13.3
	Sometime	7	7.4	9.3	22.7
	Frequently	28	29.5	37.3	60.0
	Very frequently	30	31.6	40.0	100.0
	Total	75	78.9	100.0	
Missing	System	20	21.1		
Total		95	100.0		

For what purpose do you use the above social media platform? for customer loyalty

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	8	8.4	11.1	11.1
	Sometime	17	17.9	23.6	34.7
	Frequently	32	33.7	44.4	79.2
	Very frequently	15	15.8	20.8	100.0
	Total	72	75.8	100.0	
Missing	System	23	24.2		
Total		95	100.0		

Effectiveness of using Social media for marketing. How effective is Facebook platform for business marketing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	10	10.5	13.7	13.7
	Neutral	18	18.9	24.7	38.4
	Somewhat effective	28	29.5	38.4	76.7
	Very effective	17	17.9	23.3	100.0
	Total	73	76.8	100.0	
Missing	System	22	23.2		
Total		95	100.0		

Effectiveness of using Social media for marketing. How effective is Twitter platform for business marketing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	19	20.0	31.1	31.1
	Neutral	20	21.1	32.8	63.9
	Somewhat effective	19	20.0	31.1	95.1
	Very effective	3	3.2	4.9	100.0
	Total	61	64.2	100.0	
Missing	System	34	35.8		
Total		95	100.0		

Effectiveness of using Social media for marketing. How effective is Whatsapp platform for business marketing?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	4	4.2	5.1	5.1
	Neutral	8	8.4	10.1	15.2
	Somewhat effective	41	43.2	51.9	67.1
	Very effective	26	27.4	32.9	100.0
	Total	79	83.2	100.0	
Missing	System	16	16.8		
Total		95	100.0		

Do you measure the effectiveness?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	79	83.2	84.9	84.9
	No	14	14.7	15.1	100.0
	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

Do you measure the effectiveness? If yes, how do you measure the effectiveness?
Fans/follower/like

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	yes	48	50.5	51.6	51.6
	No	45	47.4	48.4	100.0
	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

Do you measure the effectiveness? If yes, how do you measure the effectiveness?
Retweet

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	13	13.7	14.0	14.0
	No	80	84.2	86.0	100.0
	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

Do you measure the effectiveness? If yes, how do you measure the effectiveness?
Comments

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	64	67.4	69.6	69.6
	No	28	29.5	30.4	100.0
	Total	92	96.8	100.0	
Missing	System	3	3.2		
Total		95	100.0		

Do you measure the effectiveness? If yes, how do you measure the effectiveness?
Share of conversation

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	73	76.8	78.5	78.5
	No	20	21.1	21.5	100.0
	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

Do you measure the effectiveness? If yes, how do you measure the effectiveness?

Referral

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	25	26.3	27.5	27.5
	No	66	69.5	72.5	100.0
	Total	91	95.8	100.0	
Missing	System	4	4.2		
Total		95	100.0		

How often do you use social media for the growth of the business? Hourly during the day

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	3	3.2	9.4	9.4
	Neutral	8	8.4	25.0	34.4
	Often	17	17.9	53.1	87.5
	Very often	4	4.2	12.5	100.0
	Total	32	33.7	100.0	
Missing	System	63	66.3		
Total		95	100.0		

How often do you use social media for the growth of the business? Daily

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	2	2.1	2.8	2.8
	Neutral	7	7.4	9.7	12.5
	Often	29	30.5	40.3	52.8
	Very often	34	35.8	47.2	100.0
	Total	72	75.8	100.0	
Missing	System	23	24.2		
Total		95	100.0		

How often do you use social media for the growth of the business? Weekly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	5	5.3	12.8	12.8
	Neutral	8	8.4	20.5	33.3
	Often	19	20.0	48.7	82.1
	Very often	7	7.4	17.9	100.0
	Total	39	41.1	100.0	
Missing	System	56	58.9		
Total		95	100.0		

How often do you use social media for the growth of the business? Monthly

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not at all	6	6.3	18.2	18.2
	Neutral	15	15.8	45.5	63.6
	Often	5	5.3	15.2	78.8
	Very often	7	7.4	21.2	100.0
	Total	33	34.7	100.0	
Missing	System	62	65.3		
Total		95	100.0		

The factors that can inhibit small business from using the platform to their advantage.
Lack of internet facilities such as smart phone or computer internet connection

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	39	41.1	41.5	41.5
	Neither agree nor disagree	20	21.1	21.3	62.8
	Agree	20	21.1	21.3	84.0
	Strongly agree	15	15.8	16.0	100.0
	Total	94	98.9	100.0	
Missing	System	1	1.1		
Total		95	100.0		

The factors that can inhibit small business from using the platform to their advantage.
Do not know the capabilities the platform can offer

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	52	54.7	55.9	55.9
	Neither agree nor disagree	17	17.9	18.3	74.2
	Agree	11	11.6	11.8	86.0
	Strongly agree	13	13.7	14.0	100.0
	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

The factors that can inhibit small business from using the platform to their advantage.
Unaware of social media platforms

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	67	70.5	72.0	72.0
	Neither agree nor disagree	5	5.3	5.4	77.4
	Agree	4	4.2	4.3	81.7
	Strongly agree	17	17.9	18.3	100.0

	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

The factors that can inhibit small business from using the platform to their advantage.
Do not know any marketing strategies

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	62	65.3	66.7	66.7
	Neither agree nor disagree	8	8.4	8.6	75.3
	Agree	8	8.4	8.6	83.9
	Strongly agree	15	15.8	16.1	100.0
	Total	93	97.9	100.0	
Missing	System	2	2.1		
Total		95	100.0		

The factors that can inhibit small business from using the platform to their advantage.
Lack of interest in social media

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	67	70.5	71.3	71.3
	Neither agree nor disagree	12	12.6	12.8	84.0
	Agree	7	7.4	7.4	91.5
	Strongly agree	8	8.4	8.5	100.0
	Total	94	98.9	100.0	
Missing	System	1	1.1		
Total		95	100.0		

What type of restaurant does your business operate?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Fast food	47	49.5	49.5	49.5
	Pub	19	20.0	20.0	69.5
	Pizzerias	5	5.3	5.3	74.7
	Seafood restaurant	5	5.3	5.3	80.0
	Coffee shop	19	20.0	20.0	100.0
	Total	95	100.0	100.0	

What is your position in the business?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	63	66.3	66.3	66.3
	Owner	32	33.7	33.7	100.0
	Total	95	100.0	100.0	

How long have you been in the above position?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than 1 year	13	13.7	13.7	13.7
	1-5years	40	42.1	42.1	55.8
	6-10years	28	29.5	29.5	85.3
	Above 10year	14	14.7	14.7	100.0
	Total	95	100.0	100.0	

What is your educational background?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Matric	38	40.0	40.0	40.0
	Diploma	27	28.4	28.4	68.4
	Degree	10	10.5	10.5	78.9
	Doctorate	3	3.2	3.2	82.1
	Short course(s)	11	11.6	11.6	93.7
	Others, if others specify.....	6	6.3	6.3	100.0
				
Total	95	100.0	100.0		

Was the above education business / marketing related?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	37	38.9	38.9	38.9
	No	58	61.1	61.1	100.0
	Total	95	100.0	100.0	

How many employees are in your firm?

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1-5	29	30.5	30.5	30.5
	6-10	43	45.3	45.3	75.8
	11-20	19	20.0	20.0	95.8
	21-50	4	4.2	4.2	100.0
	Total	95	100.0	100.0	