



**The utility of social network sites in facilitating business development:  
linkages between enterprise development and new media**

**By**

**Eze Ikenna Franklin**

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**Supervisor: Prof Ephias Ruhode**

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## **ABSTRACT**

SMEs are regarded as drivers of economies all over the world. They help to create employment and add to the gross domestic product of a country. But in Nigeria, many of these small business struggle to grow due to the many challenges they face such as inadequate power supply. This study was necessary because many small businesses keep closing in Nigeria because of lack of government support, inadequate marketing by their owners.

This study examined how small businesses in Nigeria can leverage social media to enhance their business and get more customers to buy their products.

A survey was used as a data collection instrument and was distributed to business owners and managers who were believed to be the decision makers in their enterprises. Consent letters were first distributed to the businesses, which in return gave permission to be part of the study. The questionnaire was given to the owners and managers via email and through a hand delivery process.

The findings of this study suggested many ways businesses can get potential customers to notice their brand online such as catchy posts, running online contests, and using hilarious pictures or videos. The findings also demonstrated that there is a link between the frequency of application of social media and effectiveness of the platform when used for promotional purposes. Furthermore, the factors that can cause businesses not to adopt social media were also given.

The findings indicated that businesses which run effective advertisements on social media, incorporating hilarious themes will get the attention of customers, and in return will make more sales and grow their enterprises.

Government agencies that deal with small businesses in Nigeria should also look at this research to find out the challenges faced by these SMEs, to enable them to create better policies that will foster the growth of small enterprises in Nigeria.

Future research should use a mixed method approach to find out more about the factors that can stop an enterprise from adopting new media technologies.

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## **DEDICATION**

This research is dedicated to our Lord Jesus Christ for giving me the perseverance, and to my family for all their prayers and words of encouragement throughout this academic journey.

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## **GLOSSARY**

Abbreviations	Definitions
SME	Small and medium enterprise
SNS	Social network site
GDP	Gross domestic product
SMM	Social media marketing
CRM	Customer relationship management
ICT	Information and communication technology
IS	Information system
TTF	Task-technology fit
TAM	Technology acceptance model
TRA	Theory of reasoned action
TPB	Theory of planned behaviour
DOI	Diffusion of innovation
SOCIAL MEDIA	Internet based-application

# CHAPTER ONE

## SCOPE OF THE RESEARCH

### 1.1 Introduction

Social media has transformed the methods by which business is conducted as well as how companies deal and interact with customers. In the past when the internet was not used as a form of marketing, interactions between a company and its consumers were minimal, often rudimentary. Reaching a wider range of audience is one of the aims of any business when advertising and this has been made easier by social networking sites. Social networks were mostly used as platforms for chatting with friends, colleagues or family members; today they are avenues for customers to follow and learn more about their favorite brands and keep in touch with their latest products.

With the degree of unemployment in Nigeria, the importance of small businesses cannot be overemphasized, considering the difference they make in terms of job creation., improving the livelihood of employees and the owners (Ahmed, 2012). But in Nigeria, even though these small businesses are important considering the part they play in the society, research still shows that over 70% of small businesses do not survive beyond the first three years of setting up (Akingbolu, 2014 and Buowari, 2015). This research focused on how such small businesses can leverage innovative solutions rooted in social media to help their businesses to flourish, which will be beneficial to the economy.

In Nigeria, marketing problem includes the failure to incorporate current advertising methods and strategies such as the use of social media into a company's marketing plan. Walt (2013) believes insufficient marketing tactics are the primary challenges faced by small businesses when advertising. Edman (2010; 94-95) talked about how companies used Twitter to publicize their brands and to receive direct messages from their clients. He also said that Twitter was also used to link clients to articles on the company's website

In another study conducted by Wigly and Zhang (2011:6) on how social media were used for planning for crises in America, "out of the 251 respondents from the public relations society in America, 82% verified that their organization used social media to achieve business objectives". America used social media for crises because it is where everybody is, and it helps to disseminate information quickly. Businesses in Nigeria can also apply social media to spread worldwide, in other words, to flourish and make more sales.

This study will define business basically as the exchange of goods and services for money, while business development is described as the “creation of long-term value for an organization from customers, markets and relationship” (Pollack, 2012).

In the past, business owners needed to pay for television and radio advertisements and move from house to house with banners to attract attention to their businesses. But recently social media has made that easier; all that is required is to create a business page on any social media platform, then snap and upload pictures of one’s products to advertise them. Most corporations, regardless of their size, now take advantage of social media because it is easier for their customers to connect with them on these platforms, which enables them to receive first-hand what the consumers have to say about their brands and how they can be improved. SelectShops.com, for example, uses social media to resolve customer complaints, but also to show how important their customer is to their business. Customers and potential customers can see directly through conversations on Facebook how they respond to complaints, and if the complainant is satisfied with the outcome. These interactive exchanges between SelectShops and its customers have increased the bond between them and their clients by their adoption of social media (Kennedy, 2011). By using Facebook, SelectShops can monitor whenever it was mentioned in a post. One of the perceptible changes is that promotion campaigns have become much more conversational in nature when compared to traditional methods. Previously, marketing was all about sharing posters with people as well as, showing advertisements on television. All these are still in play today, but social media has given people the chance to be heard. According to Girard, (1977) every person knows at least 250 people, who in turn knows at least 250 other people, so when a company does well with one client, he or she spreads the word and it reaches many people. This is because it is not uncommon for people to believe the opinions of those with whom they have social relationships (Kim, 2013).

Social media marketing is simply characterized as any manner of advertising done on a social network platform which aims at getting potential customers to notice a brand. In South Africa for example, Oni and Papazafeiropolou found that social media usage improved the turnover of retail businesses in the country. Also, in Australia, a study by Szolnoki et al (2014) found that social media was an effective platform for wine marketers in the country. Furthermore, a study by Vlachvei and Notta (2015) in Greece found that social media was an effective tool for food manufacturing industries to reach their customers. In Pakistan, Javeria, Khuram, Faheem, and Uqba (2018) confirmed that advertising on social media will help businesses to increase the consumers intention to buy their product.

A past study by Akhagba (2014) in Nigeria found that new media technologies are a groundbreaking phenomenon that has aided advertising agencies in creating highly stimulating advertisements to solicit responses from the target audience. He also found that new media technologies help in facilitating consumer and brand interaction. A case study by Edwards (2017) found that sports betting companies use social media for customer retention and interaction. This helped them create lasting relationships with their customers which can be attributed to brand loyalty. Limited academic study has been carried out in Nigeria to find out how SMEs apply social media for the growth of their enterprise; this study thus supplements the extant literature.

## **1.2 Problem statement and research questions**

Small businesses are very important for every nation's economy including that of Nigeria. They contribute greatly to the GDP of the country in which they operate (Zafar & Mustafa, 2017). They also help to reduce the employment gap of a nation. Small businesses also improve the lives of employees and the owners. Their disappearance would affect a nation greatly. The statement of the research problem is as follows:

Small businesses in Nigeria face many challenges ranging from an erratic power supply, poor infrastructure, limited financial resources, technical capacity, and because they are situated in their local vicinity which is fraught with numerous severe shortages of functional infrastructure, thus limiting their growth (Ekpo & Bassey, 2016; Alarape, 2014).

In Lagos state, Kayode and Alfred (2014) found that access to capital as one of the major challenges faced by small businesses in the state. Summarizing the challenges faced by Small businesses in Nigeria, Shehu et al. (2013) stated the challenges facing small businesses in Nigeria include no tactical planning, little understanding and usage of technology in the business

Research shows that 70% of small companies fail within the first three years of operation in Nigeria (Akingbolu, 2014). But recently, there is a renewed hope as research has pointed out that social media can help small businesses to reach more people outside their vicinity, which in turn means more sales for their business (Zafar et al, 2017).

In view of the research problem, the following research question emerges:

How can innovative solutions rooted in social media help small businesses which face many infrastructural challenges to grow and flourish?



The three sub-questions emerged from the above question

- 1 How effective is social media marketing for business development?
- 2 What is the relationship between the frequency of usage of social media platforms and its effectiveness (in growing sales) in the development of small businesses?
- 3 What factors inhibit small businesses from using social media in their enterprise?

### **1.3 Significance of the study**

Firstly, little study on the utility of social network sites in facilitating business development has been done in Southwest Nigeria. Therefore, the study opens a new vista of opportunity for academics and practitioners to appreciate the value of social media marketing within the region. For business owners, it reveals a new way of carrying out business using the new media. But more importantly, owing to the region's stark lack of public utilities, there is a likelihood that this study opens new opportunities for other trades regarding how they can use social media marketing to their advantage.

### **1.4 Objectives of the study**

The objectives are to understand how innovative solutions rooted in social media can help businesses in Lagos, Nigeria, to grow and flourish, how effective social media are when used for advertising, to find out if there is a connection between frequency of application of social media platforms and their effectiveness in the development of small businesses and finally, to identify factors that can prevent a small business from using social media.

### **1.5 Definitions of key concepts**

Social media can be defined as "a part of an ICT based application, internet communication technology built on the ideology and technological precept of web 2.0, which allows the creation and exchange of generated content" (Chu & Kim, 2011).

Web 2.0 refers to any digital platform that allows content to be modified by the users.

Social media marketing (SMM) is a method of digital advertising that uses social networking websites such as Facebook, Twitter, and Instagram as marketing tools (Nwokah & Nwokah, 2015)

With a growing interest in SMEs globally, there have been numerous efforts to define them. SMEs are defined in many ways depending on the country, region or organization. Because of the many definitions, there is no generally acknowledged description for SMEs (Berisha & Pula, 2015).

For the basis of this study, small business is defined as any business with fifty or fewer workers. The 2013 Nigerian National Bureau of Statistics defines microenterprise as any company with one to nine workers and whose annual turnover is less than 10 million naira and define a small enterprise as a business with ten to forty-nine employees and whose annual turnover is less than 22 million naira. They regard a medium enterprise as a company with fifty to one hundred and ninety-nine workers with yearly revenue of 50 million naira. With regards to this research, small business will be recognized as any business with fifty or fewer workers.

## **1.6 Outline of the dissertation**

Chapter one discussed the study background, problem statement, research questions, and goals to be achieved by the study.

Chapter two presented a literature review, which helped the researcher to answer the first objective of the study. This chapter will also talk about the importance of small businesses, and the challenges they face.

Chapter three discusses the research design and the approach taken. The chapter motivated the use of a questionnaire and presented the sampling technique, sampling size, study population, data collection procedures, and data analysis tool.

Chapter four consists of analysis and discussion of results.

Chapter five: summary and deductions. This section summarizes the previous chapters of this work and explains the significance and contribution of the study, limitations, and recommendations for future studies.

## **1.7 Limitations of the study**

The study focuses only on restaurants, clothing (retail), hardware (wholesale/retail), hospitality (hotels), as well as the following social media platforms: Instagram, Facebook, and Twitter. Because the researcher was not able to visit the companies, he hired field workers to assist him with the distribution of the questionnaires; these field workers might not have all the answers to the questions that might be asked by the respondents. One of the disadvantages of the questionnaire survey method is a low response rate, which may worsen to a nonresponse bias, undermining the empirical status of the results. To avoid a low response rate, the researcher made the questionnaire short and easy to complete, utilising closed-ended questions. He also contacted the companies again to persuade them to complete and return the questionnaires (De Vos et al., 2011:188).

## 1.8 Summary

**Statement of problem:** Small business is very important for the growth of a country and because of the employment opportunities they create. In Nigeria, however, small enterprises are faced with many challenges such as erratic power supply, limited financial resources, and poor infrastructure. Further, they are always situated in vicinities which are fraught with numerous severe shortages of functional infrastructure, thus limiting their growth.

**Objective:** The objective of this study is to determine how businesses can leverage social media in Lagos, Nigeria to grow their business.

**Methodology:** Given that the study's primary purpose was to find out how innovative solutions rooted in social media can help small businesses in Lagos, Nigeria to grow and flourish despite many infrastructural challenges, a quantitative approach combining questionnaires and emails was used.

**Ethics statement:** the contribution of small businesses in this study will be voluntary, and this will be clearly specified in the questionnaire. These businesses will be guaranteed that any private information shared will be treated with confidentiality

**Significance of study:** Firstly, a minimal study on the utility of social network sites in facilitating business development has been done in Southwest Nigeria. Therefore, the study opens a new vista of opportunity for academics and practitioners to understand the values of social media marketing within the region. For business owners, it reveals a new way of carrying out business using the new media. But more importantly, owing to the region's stark lack of public utilities, there is a likelihood that this study opens new opportunities for other trades regarding the application of social media marketing to their advantage.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.1 Introduction**

This chapter calls to attention previous literature on social media marketing. It further engages with relevant literature on the utility of social media as a channel for promotional purposes. Furthermore, it was further undertaken to lay a theoretical foundation towards addressing the research questions for this study. The literature review was undertaken to lay a theoretical foundation towards addressing the research questions which are (1) how innovative solutions rooted in social media can help small businesses in Lagos, Nigeria, to grow and flourish; (2) the effectiveness of social media marketing for business development; (3) if there is a relationship between frequency of use of social media and their effectiveness in the development of small business; (4) factors that might stop small business from using social media to grow their business. Basically, this chapter provides the necessary background that will help in addressing the objectives of this study.

A good starting point will be to define social media, to briefly discuss the select platforms this study looked at, followed by the definitions of small businesses by various countries. This chapter also looked at some of the typical hindrances encountered by small businesses in Nigeria, with those occurring in other countries, while also looking at marketing skills challenges faced by small businesses on the use of social media.

#### **2.2 Definition of social media (Facebook, Twitter, Instagram)**

The definition of social media platforms which may help small business growth will be considered in this section.

Social media is regarded as a set of virtual tools built on the concept of web 2.0 that is open to universal membership and that encourages sharing of ideas, making and editing content, and establishing relationships through interaction and co-operation (Mount & Garcia Martinez, 2014). Web 2.0 is a web platform that links all devices regardless of the operating system they use (Brenegarh & Mujkic, 2016). Social media offer unique marketing communication methods which small businesses can utilize to reach and interact with customers (Eagleman, 2013). Social networking sites allow consumers to create customized online pages and connect and relate with friends in addition to exchanging contents that they have produced themselves (Mattew, 2011:71). According to Prag (2010), "social media is like a noisy dinner party where everyone is allowed to have and voice their opinion". He also suggested that they are computer-generated programs that enable real-time communication between the users. This research focused mainly on three social network sites namely Instagram, Twitter, and Facebook, the reason being that they are the most popular SNS in Nigeria (Olufemi, 2016).

Social media marketing (SMM) is a method of internet marketing that employs social networking sites such as Facebook and Instagram as marketing tools (Nwokah & Nwokah, 2015). It is basically a way of raising awareness electronically by creating public interest.



Figure 2. 1: Facebook logo

(Source: Google images, 2018)

According to Go and You (2016), Facebook is a networking platform that offers consumers a platform to communicate with family and friends, and to share pictures and stories online; further enterprises embrace Facebook as a marketing tool owing to its possibility of reaching a large population in no time. Facebook monthly reports as of January 2018 showed that more than 2.3 billion users log in to Facebook monthly (Statista, 2018). All these are potential clients for any business that decides to advertise on Facebook.



Figure 2. 2: Twitter logo

(Source: Google images, 2018)

Twitter is defined by Malhotra and Malhotra (2016) as a public website used to post or “tweet” about the cutting-edge concepts, thoughts, and news on matters that concern the user and people who follow them. Twitter has 330 million monthly active users at the time of writing (Statista, 2018). Schlinke and Crain (2013) found in their study that people use Twitter for three main reasons: (a) to measure what is being said regarding their business and their rivals; (b) track updates about industries, and (c) allow practitioners to read about the topic of interests.



Figure 2. 3: Instagram logo

(Source: Google images, 2018)

Instagram is a photo and video sharing social network site which allows individuals to share pictures of themselves with their friends. On the business side, it allows companies to snap or make a video of a product and post it online for other users to see. At the time of writing, Instagram has announced 1 billion active monthly users, the majority of whom log in into the site on a day-to-day basis (Statista, 2018). Instagram augments a company's graphic storytelling rather than just presenting written information.

In the 21<sup>st</sup> century, when people talk about social network, the first thing one thinks of is Facebook and other social networking sites. When asked why he robbed banks, Willie Sutton, who is a notorious armed robber, remarked. "Because it is where the money is". This can be related to today's business practice where marketers cannot ignore SNS, as it is where the existing and prospective customers can be found. This is not surprising, noting the number of active users online in the present day, which is estimated to reach over 3.0 billion by 2021 (Statista, 2018). But social networking has been a way of life since prehistory times with the transmission of information from one person to another as its foundation (Mulero, 2012: 1-9). Social networking sites are simply where everybody is. According to Mulero (2012:1-9), the online social network started as early as the 1990s with the Bulletin Board System (BBS) at Friendster.

Nhlapo (2015) explains the importance of marketing regarding meeting growing concerns of companies and their brands, particularly in the context of persistent global economic instability, which has necessitated the adoption of interactive digital media to stay relevant among consumers. The use of social media by business owners has become an important platform for marketing products and services to consumers in recent times (Pacquette, 2013). New media technologies have become part of the marketing strategies now used by some organizations to connect with their customers and potential customers and this trend have continued to bring dramatic changes in how online marketing is done when compared to traditional methods of marketing. It must be said that although social media were created as

a tool to socialize, some marketers have realized the business opportunities that they offer and have decided to utilize them to grow their businesses.

Nigeria has not been left out of this new wave of internet penetration with the rapid adoption of smartphones. This is not unrelated to the proliferation of low-cost local and Chinese mobile devices that allows people of all income groups to afford some form of smartphone. Information from the Nigerian Communications Commission (NCC) (2018) shows that the number of telephonic subscriptions and teledensity (which measures the active telephone connections per one hundred inhabitants living within an area) was 173million as at December 2018. This is significant growth from the 2012 figure of 102 million for subscribers and teledensity respectively. This phenomenon has also translated to increased utilization of social network sites by the rapidly growing active subscriber base in Nigeria for primary socialization and consequently, as an avenue for target marketing and business development. Businesses in Nigeria are however yet to maximize these networks

### **2.2.1 Competencies of social media channels**

Social media is growing with an increase in the number of people and businesses that are employing the platform. Platforms like Twitter, Facebook, Instagram are often regarded as part of human existence because they are embraced by most of society (Alalwan et al., 2016). Nevertheless, there are various merits and demerits that could be envisaged by businesses that wish to use social media as a marketing tool. Therefore, there is a need for businesses to evaluate the plausible disadvantages as well as the merits of its use as a marketing tool even before adopting it. Considering the advantages and disadvantages of social media can influence successful adoption, so that businesses can use them to persuade customers to buy from them and not from their competitors, to attract new customers and build relationships, and reach the targets they set for themselves (Van Niekerk, 2014).

### **2.2.2 Benefits of social media channels to businesses**

Social media provide a vital platform for ongoing engagement with customers (Bulearca & Bulearca, 2010).

It offers greater market accessibility and the ability to cultivate tactical partnerships and interactions with customers (Barnes et al., 2012, p.688).

The two-way nature of social media provides the opportunity for feedback from users (Steenkamp & Hyde-Clark, 2014).

It is a powerful tool at the fingertips of businesses as they can share content with consumers in seconds (Wang, Yu & Wei 2012).

It provides a cost-effective way for businesses to advertise their products and increase brand awareness (Barnes et al., 2012,).

Social media offer a unique opportunity to connect with friends and colleagues and customers to gain feedback from organizations (Bulearca & Bulearca, 2010).

It helps businesses to better understand customer perceptions of their brands and to detect early warning of potential product or service issues.

### **2.2.3 Drawbacks of social media channels to businesses**

According to Brookins (2017), time management is a difficult part of using social media, especially for small businesses which often do not have the necessary manpower. Social media require much time investment.

Lack of skills in customer relationship management (CRM): social media sites are not just for posting videos or pictures of products, but also can be used for a good relationship with customers. Lack of skills in CRM on the part of the business might cause a loss in sales (Brookins, 2017).

Negative reviews: feedback from customers could be utilized to upgrade business plans, but because many people use social media, a negative review from a customer or client may hamper business as well as harm the company image.

### **2.3 Definitions of small business**

There is no definite definition of small and medium businesses that is universal. Academics have attempted to find the best-fit definition following the growing importance of SMEs. Because of the many definitions, there is no generally accepted definition for SME (Fuseini, 2015). Generally, the common criteria used in defining SME is based on size, capital base or method of production (Abor & Quartey, 2010:218-228). This study is based in Nigeria, so it will



adopt the definition of Nigeria's small business. This section will look at different definitions from developing countries.

### **2.3.1 International perspective**

In Malaysia, the prime minister on 13 July 2013 changed the definitions of SMEs which took effect on 1 January 2014. The latest definition defined microenterprise as a business with revenue of less than RM 300,000 or employs less than 5 workers. It also labeled a small enterprise as an organization with sales turnover from RM 300,000 to less than RM 15 million or a business which employs from 5 to less than 75 workers (SME Corporation Malaysia, 2018).

In South Africa, small businesses are categorized into four, namely; micro enterprise, very small enterprise, small enterprise and medium enterprise (Smith & Watkins, 2012). Microenterprise refers to any company with revenue that is less than the annual VAT registration, which is R 150,000 and which employs not more than five people. A very small enterprise is regarded as an enterprise which employs between six to twenty full-time workers, with an annual turnover of R200, 000 to R500, 000. A small enterprise is usually any company whose workers are fewer than fifty, with an annual turnover of R22 million to R25 million while a medium enterprise is defined as a company that has not more than 100 workers and a yearly income of less than R4 million to R50,000,000 (National Small Business Act Amendment no 26 of 2003).

In Zimbabwe, a small business is regarded as any registered company which employs not more than 50 people and an asset not exceeding three million Zimbabwe dollars. While a medium-sized enterprise is considered as an enterprise with 75-100 workers with assets of not more than 12 million Zimbabwe dollars (Chingwaru, 2014:42-43).

In Ghana, Abor and Quartey (2010:220-221) defined SMEs as companies with fewer than 10 workers, with assets in the form of equipment, excluding vehicles and property, not more than ten million Ghanaian Cedi. However, this definition could be rendered invalid because the value of assets could depreciate over time. Abor and Quartey (2010) went ahead to classify small businesses in Ghana into three groups; small enterprise as businesses with ten to twenty-nine workers, microenterprise as a business with less than five workers and very small enterprise as companies with only six to nine workers. Table 2.1 describes SMEs in the United States of America.

**Table 2.1 The standard for SMEs in the United States of America**

<b>Magnitude of enterprise</b>	<b>Number of employees</b>	<b>Yearly revenue</b>	<b>Asset and Liabilities</b>
Medium	Below 500 depending on the industry	10-50 million dollars, depending on the industry	Less than 25 million dollars, depending on the industry
Small	Below 250 depending on the industry	Below 10 million dollars, depending on the industry	Below 7 million dollars, depending on the industry

Source: Revised from the International Trades Commission of the USA 2010

**Table 2.2 Requirements for the United Kingdom act for SMEs**

<b>Standards</b>	<b>Small businesses</b>	<b>Medium businesses</b>
Number of employees	50	250
Maximum yearly income	2.7 million	11.2 million
Maximum yearly balance assets	1.5 million	5.7 million

Source: Trade and Industry Division of the United Kingdom 2004

In Nigeria, SMEs generally refer to less structured businesses with general characteristics that include low capital base, few management and operational personnel, less complexity in terms of organizational structure, etc. Various definitions exist in private and public enterprises to qualify SMEs.

The most recognized definition of SMEs in the Nigeria context is according to the Nigerian National Bureau of Statistics (2013), which defined a microenterprise as a company with one to nine workers, whose annual turnover is less than 10 million Naira. A small enterprise is an enterprise with ten to forty-nine staff whose annual turnover is less than 22 million Naira. They also defined a medium enterprise as any company with fifty to a hundred and ninety-nine workers and whose annual turnover is more than 50 million Naira.

For this study, the researcher focused on businesses with less than fifty workers because the database of businesses within Lagos Island shows that most small businesses do not have more than fifty employees (SMEDAN, 2013).

**Table 2.3: Categorizing Nigerian SMEs**

Size of enterprise	Number of staff	Annual turnover (Naira)
Micro	1-9 workers	Less than 10 million Naira
Small	10-49 workers	Less than 22 million Naira
Medium	50-199 workers	Less than 50 million Naira

Source: Researchers Nexus

## **2.4 The significance of small businesses in Nigeria**

Small businesses are essential in a country as they generate jobs that engage unskilled workers and significantly enhance the Gross Domestic Product (GDP). Regarding their effect in terms of creating jobs, SMEs on average are responsible for over 90% of employment in countries such as Nigeria, Malaysia and Indonesia (Ahmed, 2012). Agreeing with this point, Ahiawodzi and Adade (2012:34) and; SEDA (2012:5) argue that given the large number of SMEs compared to large enterprises, they contribute meaningfully to the GDP of the nations in which they operate.

In Nigeria, SMEs create employment for over 90% of the labor force (Ahmad, 2012). By creating jobs for low skilled workers, SMEs aid in alleviating social problems that arise due to joblessness such as suicide, crime, prostitution, etc. Agreeing with this point, Maduekwe and Kamala (2016) say that through job creation, SMEs help alleviate social problems that arise because of unemployment. Alaye-ogan, (2012) is of the view that small businesses support the development of local technologies. SMEs are therefore considered a vital cog in an economy as their activities are key economic stimulators with far-reaching impact.

The World Bank (2015) opine that over 600 million jobs would be necessary to combat global poverty, and this can only be achieved with the active involvement of SMEs. Because of this, countries all over the world have given significant attention to SMEs, with respect to the impact they make with regards to creating employment (Buculescu, 2013; Fierro, 2015; Rosle, 2015; Singer et al., 2015). Multiple intervention funds targeted at SMEs in Nigeria are being pushed by the Federal Government to boost activities of SMEs which are expected to stir the economy in the right direction. The recent initiatives to issue low-interest loan through various government intervention funds administered through the banks are part of the many initiatives targeted at driving SME activities.

### **2.4.1 The challenges of small businesses in Nigeria**

SMEs have grossly underperformed in different sub-sectors of many countries of the world, particularly in emerging markets such as Nigeria, thus limiting the small business contribution

towards economic development (Central Bank of Nigeria, 2014). In Nigeria, almost 60% of newly established businesses are on a small enterprise level (Okeke, Ezenwafor & Femiwole, 2013). Owners of these enterprises in Nigeria sometimes have a negative attitude to being self-employed which leads to low motivation and eventual failure of the business (Farrington, 2012). For the success of small business, Farrington found that owners must be satisfied with being self-employed, have an affection for the job, show a commitment to the business, and be personally involved in steering the enterprise to success.

Small businesses are well-known for being swift, having few management structures which lessens bureaucracy and thus aids speedy decision-making (Eftekhari & Bogers, 2015). On the other hand, this smallness and lack of bureaucracy also pose several challenges for small businesses and frequently lead to their closure (Harrington et al., 2014). Additionally, research by Okpara (2011:166-167) revealed that lack of appropriate administration skill was one of the factors negating small businesses in Nigeria. Yet another study in Nigeria by Adisa, Abdulraheem and Mordi (2014: 6-8) also revealed that lack of administration skills and the inability of manager/owner to distinguish between business and personal savings and lack of basic bookkeeping were challenges faced by small businesses. Furthermore, research by Olatunji (2013) found that most small businesses do not keep records, which affects their ability to differentiate between personal and business capital. He further stated that most of the enterprises he conversed with have faced this problem, and in some cases, the company failed due to the inability to manage funds. He further stated that most SMEs in Nigeria use the same account for personal and business use, and most respondents in his study are unwilling to open a separate account for their business.

Gbandi and Amissah (2014) found that the inability of small businesses to access longterm financing as the main reason for failure in Nigeria. Furthermore, research by Ozioma-Elendimuo (2015) involving 100 small businesses in Aba, the southeastern part of Nigeria, confirmed that shortage of funding stalled the development of small businesses into public limited companies. According to Oliyede (2012), financial institutions in Nigeria deny SMEs loans because of their failure rate and inability to produce a business plan. Opara (2011) stated that poor records and unreliable collateral are the main reasons why financial institutions refuse loans to SMEs in Nigeria.

Among the factors opposing the survival of small businesses in Nigeria include inadequate financing, dilapidated infrastructure, numerous taxes, and the failure to apply technology (Agwu & Emeti, 2014). Ekpo and Bassey (2016) in their study stressed that erratic power supply in Nigeria which necessitated the use of small generators to power small business, resulted in high costs. Alarape (2014) agreed with Ekpo and Bassey (2016) who cited frequent power outages as one of the challenges negating the success of small businesses in Nigeria.

Finally, summarizing the obstacles faced by small enterprises in Nigeria Shehu et al. (2013) stated the challenges facing small businesses in Nigeria include no tactical planning, little understanding and usage of technology in the business, a lack of administration skills, and lack of basic record keeping. Other challenges include poor infrastructure in the economy, unreliable and erratic power supply, and the upswing of corruption in all aspects of life in the country.

#### **2.4.2 Small business challenges in other countries**

There are many challenges faced by small businesses around the world as stated below.

Fatoki (2014:1-5) in South Africa summarised the challenges faced by small businesses as mainly internal factors, such as the poor approach to customers, poor administration experience, substandard training of employees and non-existence of business planning.

In Ghana, the Bureau of Economic Research (2016) indicated that lack of collateral made it difficult for small businesses to have access to loans, while the non-existence of credit performance history, poor or inexistent business plan, inadequate market survey and low access to vibrant markets were the major challenges in that country. Similarly, in Uganda, it was found that the inability or difficulty of small businesses to secure loans was the major challenges faced by small businesses. USE Brochure (2013) in Uganda indicates that the inability to provide collateral by small businesses was the reason behind their difficulties in securing a loan from financial institutions.

In Kenya, it was found that entrance to foreign markets and marketing information is the major challenge negating small business growth in Kenya. Overall, demand for product and services is low, the market is oversaturated, there is poor government support, and in most cases, the market is limited due to the poor spreading of information and the high cost of goods and services (GOK sessional paper No. 2 of 2005)

Similarly, in Ivory Coast, the survey on business climate (WBES, 2010) highlights that the challenges faced by small businesses can be summarised as unpredictability in the state of the economy, very high crime rates, harsh regulatory environment, deteriorated infrastructure, and unstable power supply.

#### **2.5 Marketing skills as a challenge for small business**

It is unquestioned that owners are barely separable from their enterprise for small businesses and hence totally responsible for the growth or decline of their enterprise. The effect of this is that certain responsibilities will get more attention than others. In most businesses, the financial aspect will receive the most attention which is normal since the reason for setting up a business is financial independence. Unfortunately, business owners need all aspects of their

businesses to work; this includes marketing, because it is through marketing that goods and services are advertised, and consumers are convinced that their product is better than the competition's (Bowler, Dawood & Page, 2007). Small businesses are universally viewed as significant in moving the socioeconomic growth of countries all over the world (Kazungu, Ndiege Mhopa, & Moshi, 2014) and promoting their product has always being a major problem for small businesses. Effective marketing has become imperative for businesses that want to thrive in today's cluttered market environment (Copley, 2014:445).

It is hence vital for small scale businesses to develop cost-effective ways of reaching their targets and existing customer base. Glen (2010) argued that the advertising methods needed for business networking exist on the internet, but most owners of SMEs do not know how to leverage these marketing techniques available on the internet to grow their businesses. Social media offer cost-effective ways to advertise products and services offered by small businesses to a wide range of existing and prospective customers, at no extra cost. Despite the seeming ease of this marketing option, some level of skill in web navigation and communication is required to be able to post the level of detail that a target market would find engaging. This is particularly vital, bearing in mind the fast-paced and diverse nature of communication in social networks.

### **2.5.1 Brief history of marketing.**

Marketing in Nigeria goes back to the most primeval society. In the old days when people solely pursued subsistence occupations, no marketing was needed. However, as men's needs grew, they needed to exchange goods for other things they needed which they did not produce, thus exchange was born. Goods and services were exchanged for other merchandise as there was no money originally to serve as a means of exchange; this was called trade by barter. Therefore, the first noticeable marketing ever to be done was trade by barter system of exchange. The barter system was used as a means of marketing till print media were invented. Then people began to advertise on print media. The primary goal of marketing is to reach consumers.

Marketing is basically anything one does to promote one's business or entice customers and clients to buy from one. Marketing was defined by the American Marketing Association (2016) as "the activity, set of institutions, and processes for creating, communicating, delivering and exchanging offerings that have values for customers, clients, partners and the society at large". Social media marketing will be regarded as any commercial advertising orchestrated via social network sites. Many companies promote their products by uploading frequent updates and providing special offers/discounts through their social media profiles.

## 2.6 Traditional marketing versus social media marketing

Traditional marketing and social media marketing differ notably in the developed and developing economies. These differences will be highlighted under the following categories: cost, engagement, key performance metrics, targeting, time, and coverage.

**Cost:** Using traditional media to reach the range of audience that new media afford can be quite expensive. This will involve options like paying for space in print media like a magazine, buying airtime on radio or full visual television advertisements. On the other hand, the social media platform enables an organization to maintain a low budget and still reach a large audience. The inexpensive nature of advertisement on a social media platform, compared to traditional channels, makes social media marketing more appealing to an organization with a low marketing budget. An organization can maintain a public profile on Facebook, Twitter, Instagram for free and the cost of advertising on these platforms is relatively cheap compared to traditional marketing channels.

**Engagement:** Due to the two-way communication channel that new media provide, brands can engage their customers on a social media platform more than traditional marketing. This enables brands to interact with customers on the social media platform while the conversation on traditional marketing channels is a monologue. There is a direct communication between the customer and the brand in social media, unlike the indirect communication offered in traditional marketing channels. Brands don't get immediate feedback from traditional marketing channels while new media channels provide an opportunity for feedback. **Key performance metrics:** Social media platforms provide an organization with accurate insights in the form of metrics which will guide the organization in weighing the achievement of their social media campaign, unlike the traditional marketing channels which fail to provide an accurate measure of marketing campaign success or performance. Through metrics like sentiment analysis, social applause, a social emotion, organizations are able to understand the success rate of their marketing campaign and if they have been able to reach the target consumer.

**Targeting:** New media like social network sites allows for targeting as the tools can enable the sender to specify the intended audience using demographics like age, sex, education, location, etc. The traditional media can barely allow this distinction as it would require a significantly higher cost to reach a specified target audience compared to social network sites.

**Time:** Social media create platforms for organizations to engage their customers twenty-four hours in a day because an average individual checks his/her social media accounts more than 20 times within a single day, unlike traditional media where organizations only communicate brand information within a limited time. Social media platforms allow organizations to engage

customers every minute of the day since the majority of these social media sites have statistics that show the trending information which most users view.

Coverage: The amount of registered and day to day users of different social media platforms is in billions and this gives the organization the certainty of being able to reach a large audience, unlike traditional marketing channels where the audiences that patronize a channel at a point in time are not as active as social media. Organizations can interact with different customers across different regions on social media and they can choose the target segment on which to concentrate their marketing efforts. An organization can easily reach the target segment on social media platforms by communicating the right message at the right time.

## **2.7 Theoretical framework**

Advancements in the world of technology have resulted in ICT tools becoming even more compatible with daily business activities. ICT tools are no longer optional in the business world of the present day as they are part of business in themselves. The impact is visible in how business is done today. Decades ago, people were astounded by the possibility of sending out work via email. Today, a team of colleagues can share a working document online in real time using a mobile device that ensures every member of the team can work remotely while everyone else sees their respective teammates input on the go.

The current study utilized the theory of task-technology fit (Goodhue & Thompson 1995; Ziguers & Buckland, 1998) to demonstrate how information systems (IS) and small businesses can correlate with each other to make small businesses more profitable. A quantitative research design will be used to identify the connections between the two set of variables, namely the independent variables (individual, task and technology characteristics) and dependent variables (individual performance) on improving the performance of small businesses.

Task-technology fit (TTF) is defined as “the degree to which technology assists an individual in performing his or her portfolio or tasks” (Goodhue & Thompson, 1995:216). Goodhue and Thompson found out that “fit” had a direct impact on individual performance and utilization of the system. In the business context, it is a degree to which technology such as social media will help businesses to advertise their products and remain visible in the market. Technology such as social media offer small businesses reciprocal benefits in the sense that a business owner can use social media to communicate with his clients and the clients reply in terms of showing the willingness to buy his product. The “heart of the task-technology fit model is the assumption that (ICT tools) give value by being instrumental in some tasks or collection of the task of the user” (Goodhue & Thompson (1998:107). Past studies have tested the model in an exploratory setting as in the insurance and transportation industries, where the users confirm that when technology suits the task, performance will be greatly impacted (Goodhue &



Thompson, 1995). Staples and Seddon (2004) also established that TTF aids in predicting the performance of using a system when they studied students in higher learning and found that marks of the students increased exponentially when there was a correlation between fit and the purpose of which the technology was used. One of the major criticisms of the technology acceptance model (TAM) is that it does not consider the task or user characteristics, while TTF looks at both task characteristics and technology characteristics to develop a comprehensive model. Goodhue and Thompson (1995, p 213) assert that “for information technology to have a positive impact on individual performance, the technology (i) must be utilized and (ii) must be a good fit with the tasks it supports”. Looking at it from the business perspective (i) technology must be used in the case of (social media) and (ii) it must fit what the organization wants to use it for. Using social media to advertise is a good fit for small businesses since Facebook has 2.2 billion users as of January 2018. The 2.2 billion people are potential clients of any business that advertises on Facebook, since the major role of marketing is getting people to notice a brand.

TTF scrutinizes the use of technology based on four concepts: “Task characteristics, Technology characteristics, Individual characteristic, and Utilization”. These four concepts form the general constructs of the TTF which points to user performance (Goodhue and Thompson, 1995).

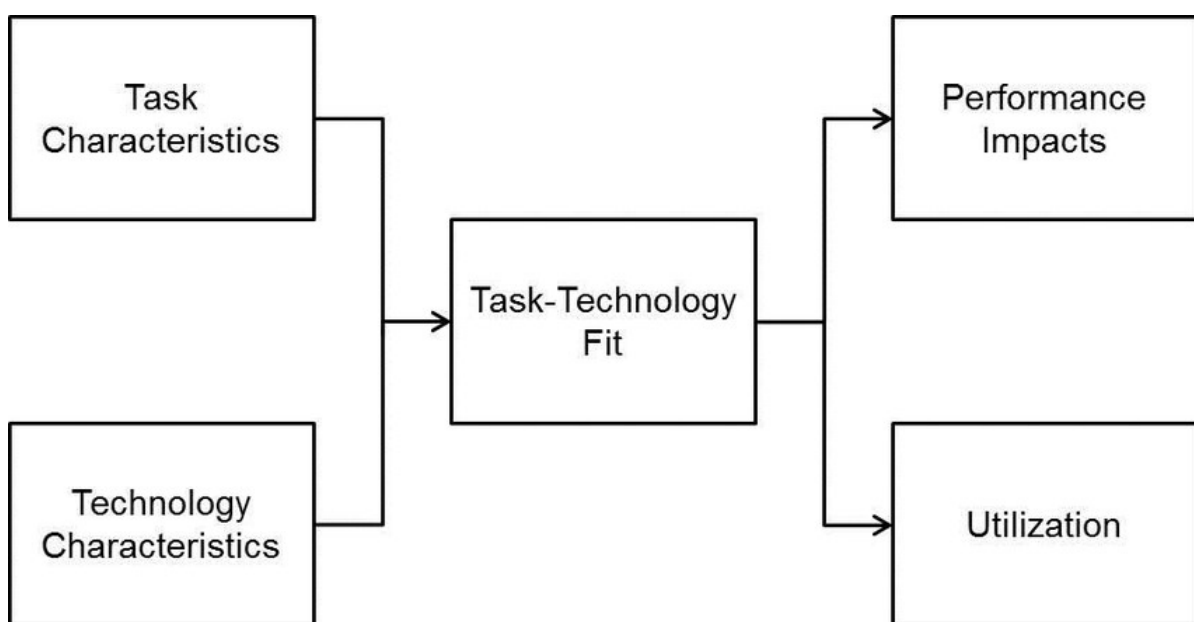


Figure 2. 4: Task-technology fit model

(Source: Adapted from Goodhue and Thompson 1995)

Task characteristics: also derived from TTF. Goodhue and Thompson (1995) note that the major contribution of the TTF model is consideration of task characteristics to determine information systems (IS) utilization and effectiveness. For this work, task characteristics would mean marketing or advertising that is done using social networking sites.

Technology characteristics: These relate to tools utilized by individuals in carrying out their jobs. Technology characteristics in this work refer to social media specifically.

Performance impacts: past studies have tried to discover the correlation between TTF and performance. While studying different technologies used in two companies, Goodhue and Thompson (1995) found that a connection exists amongst TTF and performance impacts. Staples and Seddon (2004) also established a linkage between TTF and performance in a compulsory usage environment.

Utilization: this is the conduct of using technology in carrying out tasks. Utilization of information systems has been assessed in different ways which includes anticipated use and multiplicity of application use. Studies focused on utilisation of technology show that utilization results from the user's views on technology. An instance is the Technology Acceptance Model (TAM) (Davies, 1989). TAM speculates that "perceived usefulness and perceived ease of use" of technology would determine if an individual uses the technology or not. Goodhue (1995) also suggested that to assess ease of use in TTF it must be related to the performance of the user. It has been noted that 'use' is a good indicator of system success when use is voluntary (Lucas, 1978; Khalil & Elkordy, 1999) and that increased 'use' indicates the user perceives benefit from the system. Furthermore, Goodhue (1998) confirmed that ease of use is one of the factors of task-technology fit. He also recognizes the conceptual link between TTF and Davies (1989) concept of perceived usefulness, as both recognize that when successful, "technology provides necessary functionality to perform the task at hand". Goodhue (1997).

Individual characteristics: Goodhue (1995) proposes that "individual characteristics" are essential when considering fit. Goodhue defined individual characteristics theoretically, as the "user's acquaintance with basic computer tasks or computer literacy" (p. 1836). This was related to ease of use and Goodhue used just a single survey item (familiarity with word processing and spreadsheet) as a computer literacy indicator.

In the context of the thesis, individual characteristics will be the user's familiarity with social network sites.

A positive categorization of technology by a consumer might imply that the technology is making life easier for the user, but the opposite may show that the technology is impeding the performance of the user (Chandler, 1995). Task-technology fit model means making sure that

the technology suits the tasks it is meant to be doing (Dishaw & Strong, 1999). In other words, TTF examines how well the technology (social media) fits into a specific task's requirements e.g. customer feedback mechanism, product assessment, brand penetration, etc. The model can only predict utilization of technology and not offer a warranty for use. TTF offers a clearer insight into how the use of technology impacts the completion of a task and the link between the constructs (Goodhue & Thompson, 1995).

It can, however, be misleading to assume a direct relationship between usage and success. Despite this, business in the 21<sup>st</sup> century cannot be imagined without ICT as it has become a part of the body for most individuals and is hence unavoidable in the business space. Businesses generally try to stay relevant by using various technological innovations and have resulted in radical changes in how business is conducted in areas like:

Digital marketing, which is more efficient than the expensive newspaper, TV and radio advertising.

Feedback: it helps businesses to hear exactly what the customers say about them.

Enabling businesses to make more sales in the global market.

Helping businesses to offer instant customer support. Gone are the days when customers must wait a long time to get a response. Now with the help of social network sites, businesses can reply instantly.

Offering small businesses which are not financially stable an avenue to conduct solid market research.

With the help of information technology, small businesses can now advertise directly to their target audience, talk to them directly and persuade them to buy.

## **2.8 Other technology adoption theories**

Over the years, several theories have tried to demonstrate the determining factors of consumers' approval of novel technologies and their intention to use technology. These include Theory of Reasoned Action (TRA) (Fishbein & Ajzen, 1975), Technology Acceptance Model (TAM) (Davies, 1989), Theory of Diffusion of Innovation (DOI) (Rogers, 1995), Theory of Planned Behaviour (TPB) (Ajzen, 1985, 1991). The following section will briefly look at some of these IT adoption theories.

### **2.8.1 Technology Acceptance Model (TAM)**

TAM was established by Davis (1989) to demonstrate the behaviour of an individual towards using computer technology. Over the years, it has been used to explain perceived use and perceived usefulness of technologies in terms of people's attitude towards adoption. It was adopted from the field of social psychology and was extended from the theory of reasoned action (TRA) to help clarify an individual's reaction through their intentions (Fisbein & Ajzen, 1975).

TAM posits that for an individual, alleged usefulness and ease of use predicts the intention to use and the actual usage of the technology (Grandon & Pearson, 2004). Technology will be defined as the device employed by individuals to make their jobs easier. In this context, technologies refer to computer systems (hardware, software), including social media.

Perceived usefulness (PU) is explained as "the degree to which a person believes that using a particular system would enhance his or her job performance" (Davis, 1989). In a commercial context, it will be described as the extent to which a business that uses social media as a marketing tool believes that social media helps them to reach more customers and in turn, increase sales.

Perceived ease of use (PEU) is defined as "the degree to which a person believes that using a particular system would be free of effort or stress" (Davis, 1989).

PU and EU control an individual's position towards using a technology (intention). TAM posits that the desire to apply technology will decide if an individual will adopt the technology or not (behaviour).

Furthermore, a favorable mindset regarding social media should be a consequence of a generally constructive experience. In this study context, a business will carry on using social media if the business perceives that it receives benefits from usage.

TAM was not used as the theoretical pinning of this study because this thesis looked at the usefulness of social media when adopted for business development purposes and the researcher assumes that most businesses in Lagos, Nigeria use social media for business development.

### **2.8.2 Theory of Reasoned Action (TRA)**

The Theory of Reasoned Action was created by Ajzen and Fishbein (1980). The intention of the TRA was to "predict and understand an individual's behaviour" (Ajzen & Fishbein, 1980, p.5). It backs the notion that the underlying consequence of actions are generally considered before people engage in a behaviour or otherwise. Behaviours are under the control of free

will. As reported by Ajzen and Fishbein (1980), to accurately predict a person's behaviour, the person must be asked if they plan to carry out a behaviour. The TRA is concerned with rational behaviours that people control (Thompson, Haziris & Alikos, 1994). The TRA focuses on the intentions against the attitude as the primary predictor of behaviour.

The TRA has the following constructs: attitude, subjective norm, intention, and behaviour.

Attitude: The strength of the perception that the benefits will lead to a positive outcome.

Subjective norm: The level of risk and reward relating to normative behaviour.

Intention: How the individual intends to behave.

Behaviour: How the individual behaves.

Some researchers have criticized the theory citing that it only looks at uncoerced behaviours and that it fails to tackle the unwilling behaviours that people do not have control over (Semin & Fieldler, 1996).

The TRA was not used as the theoretical underpinning of this study because the study does not consider behaviour towards social media or social network sites, it rather considers the actual usage of social media by small businesses.

### **2.8.3 Theory of Planned Behaviour (TPB)**

The theory of planned behaviour was incorporated from the TRA (Fishbein & Aizen, 1975). The limitations in TRA of being limited to predicting behaviour under complete volitional control resulted in the new Theory of Planned Behaviour (TPB) which focuses on predicting behaviour under circumstances where there is no complete control. The three constructs of the Theory of Planned Behaviour are:

Attitude: this is the degree to which the undertaking of a behaviour is given a positive or negative value (Ajzen, 1991).

Subjective norms: these are individual's perceptions of societal pressures to execute behaviour (Ajzen, 1991).

Perceived behavioural control "is the perceived ease or difficulty of performing the behaviour" (Ajzen, 1991).

TPB basically assumes that the individual relies on past experiences and anticipates hitches and obstacles (Ajzen, 1985). TPB has been used in many studies, for example, Morris and Venkatesh (2000) in their study of workers decisions regarding technology usage and their views on technology adoption. Troung (2009) also used TPB to understand users' reception of online video and television series. It has also been used to envisage users' attitudes toward protecting themselves during intercourse (Albarracin, et al., 2001), and the threat that HIV poses (Bandawe & Foster, 1996).

Taylor and Todd (1995a) condemned TPB and TRA, asserting that the models require individuals to be inspired to complete certain behaviours. This underlying factor of considering motivation as a driver of individual behaviours may prove tricky when analyzing consumer adoption behavioural patterns.

Just like the TRA, the TPB was not selected as the underpinning theory of the study because the study considers behaviours regarding social media but rather the actual usage of social media by the small businesses.

#### **2.8.4 Diffusion of Innovation (DOI)**

This model was presented by Rogers (1995). This model attempts to explain why certain inventions, "new products, services, ideas or practices", are accepted more rapidly when compared to others within a social system. Rogers introduced the DOI having been astonished as to why farmers near his home town slowly accepted an agricultural practice that would be advantageous to their business (Rogers, 2003). The model explores the adoption pattern, mechanism, and assessment of the possible success or otherwise of an invention. It considers the likelihood of adoption of innovation based on plausible value addition, ease of use, familiarity and the anticipated reaction of others. Clarke (2004) argued that the theory is more valuable when applied as an illustrative tool, but not so solid in its descriptive power, and less suitable in forecasting results or showing direction as to how to fast-track the rate of adoption.

DOI theory recognizes that individuals, social groups and information technology (IT) itself may influence the speed and extent to which IT is adopted. DOI is basically a model that describes the step by step method by which users adopt a technology (Rogers, 1995).

Rogers (1995) suggests that "diffusion is the process by which an innovation is communicated through certain channels over time among the members of a social system" (p.5).

Limitations of DOI: Karahanna, Straub and Chervany (1999) and Chen, Gillenson and Sherrall (2002) opine that despite the factors that aid the predictability of innovation adoption, there is

no evidence regarding how attitude evolves into accept/reject decisions and how innovation characteristics fit into this process.

## **2.9 Previous studies on social media for business development**

The scope of utilization of social media has broadened beyond its original focus of socialization. Recently, as cited by Lam et al. (2016) and Ngai et al. (2015), substantial attention has been given to the platform with regards to many organizations, institutions and even the educational sectors increasingly rushing to adopt the platform for different purposes.

In Malaysia, a study by Wood Cook and Green (cited by Abhamid et al. 2013:1-5) on the use of social media marketing found that social media marketing was successful. Leisure industries and guest houses use social media to support the growth of their business. They advertise their guesthouses on social media and their advertisement potentially reaches millions of people. This is one of the ways in which social media marketing is better than traditional marketing in terms of how quickly messages are distributed on the network. The study also confirmed that peers use social networks to distribute information among themselves easily. Geetha, Singha and Sinha (2017) presented similar findings to those of Wood Cook & Green that over 70% of customers used social networks to connect with lodging houses which it made it easier for the customers to access information about the lodging houses. Furthermore, social network platforms made it easier for the customers of these businesses to get a quick reply in terms of information from the lodging house. Because social media offer reciprocal benefits for small business when they advertise on the network, potential clients connect with these businesses on the network which will, in turn, mean exposure and growth of the business.

In Canada, Castronovo (2012:124-128) found that social media were used by businesses to increase prospective sales and for creating business awareness. Companies can attract customers via social media by using coupons and discounts (e.g. a software company might increase brand awareness by offering free trial versions) In Finland it was found that consumers are more comfortable and will always patronize companies that advertise on social media. Social media is a tool companies use to share information with the public easily and simultaneously (Nekatibebe, 2012; Wang, Pauleen & Zhang 2016).

Research conducted by Ayala (2013) found that small businesses that used some form of technology for example social media have grown their businesses and reduced cost. In other research on 5 of the world's diverse economies (USA, Germany, China, India, Brazil) on the benefits of IT on small businesses, focusing on 4000 small enterprises, the results showed that small businesses which were more tech-savvy outperformed those which were less techsavvy. Abdul and Nor (2016) revealed in their study that the popularity of social network

sites like Facebook, Twitter and Instagram necessitated the adoption of innovative promotional strategies by companies in order to register their image in the heart of their customers. From information sharing which leads to brand engagement, companies can attract potential customers, generate more turnovers, and strengthen their brand image and awareness. The study found out that companies adopt social media marketing basically because it is easy to use and because of its usefulness in terms of reaching millions of people easily, and for customer feedback.

Research set in Dubai on how social media were used for business purposes confirmed that start-ups were the major beneficiaries of social media because the platform offered them revenue to grow their business (Mourtada & Salem, 2012; Dziadkiewicz, 2015). This is mainly because when start-ups advertise on social media, their message is viewed by millions of people simultaneously which has the potential of turning these users of SNS into potential customers. This is a major benefit of social media over traditional marketing. The research found that because start-ups are usually located in their local district, they now take advantage of the web to reach more customers. The findings of Mourtada and Salem (2012) are consistent with the findings of Jagongo (2013:219-224) in Kenya, which found that small businesses and start-ups used the massive business prospect that social media offered them to grow their business. This was possible because geographical impediments which used to be a negative factor for a start-up became a thing of the past because social media helped start-ups to reach consumers anywhere in the world speedily and hence help businesses to grow. Most small businesses utilize the opportunities social media offers to boost their business; that is because small firms do not have big budgets set aside for advertising like big firms, so they can utilize social media marketing, since the platform offers a cheap way of advertising.

In recent research conducted in Polokwane, South Africa, it was found that social media improved the turnover of retail businesses; consequently, the study recommended that businesses which have not applied a social media marketing strategy in their marketing communication should do that, as an online presence will help their business to grow (Oni and Papazafeiropolou 2014, 209-315). It is therefore imperative for every business to have a social media handle so that customers and potential customers can reach them easily.

In another study conducted by Fearn-Banks (2016) on how social media were used for planning for crises in America, "out of the 251 respondents from the public relations society in America, 82% verified that their organization used social media to achieve organizational goals".

Centeno and Hart (2012) agreed in a study conducted with 30 SMEs in Mexico that emarketing such as SNS creates business opportunities for SMEs. Their study revealed that all 30 SMEs



that participated in the research used some form of e-marketing which opens new communications and distribution channels not available in the physical market or in traditional media. In a study piloted by Pew Research (2015), they found that accessing social network sites was one of the top five activities amongst cell phone owners in seven sub-Saharan African countries, namely Nigeria, Senegal, Ghana, South Africa, Tanzania, Kenya, Uganda. This number is anticipated to increase based on high mobile uptake and improved internet connectivity in Africa. This reinforces the importance of digital marketing for SMEs as it enables them to access a wide audience through mobile devices.

A study by Harrison et al (2017) found that most libraries use social networks to attract new clients and also use them as a messaging tools. By adopting social media as a messaging tool, libraries in America were able to benefit from the limitless communication capabilities the platform offered. Another survey conducted in India showed that growth potential and communicating with customers was the main reason 52% of commercial organizations used social network sites, because of the growth potential it afforded them. The report also confirmed that start-ups used the platform more for business growth. Social media also made it easier for customers to check the prices of a product online using their mobile phones whenever it was convenient for them. It also assisted businesses in so many ways other than for communication.

In yet another study in the hospitality industry in America, it was revealed that marketing purposes were another reason business used social media other than just for personal purposes such as relating with family and friends. Using social media in the hospitality industry played a big role because potential hotel clients are influenced by what they see on social media (Lim, 2010:31-33). Also, a study on hotel branding by Leonardo (2013:6-12) found out that booking and engaging hotels was one of the reasons American business traveler would use social media.

North (2015) talked about how companies used Twitter to publicize their brands and to get direct messages from their clients. He also said that Twitter was also used to link clients to an article on the company's website. This reiterates another way social media helps businesses in letting their messages get to millions of people.

According to Sobaih et al. (2016), social media can also be used for educational purposes. Students in the USA used Twitter as an avenue to communicate. The study confirmed that Twitter was used by the students to increase communication and information sharing with their lecturers. Studies by Poore (2015) supported Sobaih et al. (2016) that social media can also be used for learning purposes. Carscaddon and Chapman (2013:19) further found that Twitter provided a platform for new connections with library users, to share information and build a communication network plan and that social media were used among lecturers and learners

for academic purposes and sharing of information. However, the study was steered in an academic setting and not in the business sector. Rudloff and Frey (2010:92-95) found out that businesses used social networking sites to communicate with customers in Sweden because it was affordable and easy to use. With traditional marketing alone, companies can't hear the problems faced by their customers when using their products. They also suggested that every company must set aside some guidelines to follow when using social networking sites to interact with their customers. They also said that the platform offered businesses a means to grow their brands faster.

In a recent study by Bala (2014:5) in India, it was confirmed that people looked at social media as a tool to improve their social lives. Bala (2014) also said the platform presented them a means to get world news and information on any topic effortlessly. In Hong Kong, Chan and Guillet (2011:363) found out that small businesses struggled when using social media to grow their brand mainly because they couldn't afford the services of a professional in the field while bigger brands excelled because they hired an expert in the field. Additionally, Christou (2015) "found that social media can strengthen ties, build trust between a company and its customers. The platform helps customers to engage one another and promote customer brand relationship". Endosomwam et al. (2011; 8-9) in the USA found out that when social media is adopted as a dissemination channel between a company and its customers, it increases communication through feeds that could promote a brand effectively to various potential clients. Also, in the USA, a study pointed out that one of the benefits of social media is increased outreach and exposure amongst businesses." A substantial proportion (72.1% of the participants agreed that the platform helped them to create awareness of their business, which improved sales" (the Coyle hospitality group (2012:9-11)

Nyambu (2013) explored the impact of advertising on social media and the impact it had on telecommunication firms in Kenya targeting Safaricom Ltd. The study confirmed that social media enhanced the achievement of the organization as it affords a stage for advertisement at a cheaper cost. According to a report by Mckinsey (2012) it shows that organizations and government agencies in China used microblogging (Twitter) to deal and interact because it has 97% coverage rate. Though recent, the research was conducted in China, a wealthy state. Thus, the findings may not be easily induced to Nigeria small businesses.

Using analysis of variance, Omotayo, Akinyele, and Akinyele (2015) examined the effect of advertising on social media by small businesses in Ogun, Nigeria. The findings indicated that the platform positively impacted on SME business performance in Ota metropolis, but many SMEs failed to have a concrete social media strategy. Businesses should make efforts in developing an initiative, using animations, hilarious videos to distinguish themselves from the competitors. A study by Gabriel et al. (2017) found that social media would provide a cheaper way for organizations to reach the world. The findings suggest that using social media as a

promoting tool can save businesses cost because businesses can reach a whole new market when they advertise on social media. Dissemination of information quickly is a major advantage of social media over traditional media.

El-Gohary (2012) found that tourism establishments in Egypt used social media for their business because it was easy to use, and it had a constructive effect on business performance. It is not surprising they used social media to advance their business because it's currently where everybody is. when Willie Sutton was asked why he only robbed banks, he replied; "because that is where the money is". Forward to the present commercial world, enterprises are rushing to SNS because that is where potential customers are. Even as many businesses are rushing to use social media, some others have decided not to because it is still not clear about the return of investment of a company when they embrace social media (Chan & Guilett, 2011).

Le Figaro (2013) stated that French small businesses can significantly make their enterprises known to the world by aggressively utilizing SNS such as Facebook and Twitter. They went ahead to encourage businesses to run social media contests and use discounts to attract customers to their page. A study by Nwokah and Aeenee (2017) in Rivers state of Nigeria, concluded that there was a substantial link between Facebook and Twitter and its effect in terms of growing sales, of vehicle dealers in the state. The concluded by recommending that firms should make their advertisements on these platforms catchier and appealing by adding animations or videos which social media offers them for online customers to patronize them. Maxwell (2013) in his study confirmed that online shoppers visit SNS to conduct market research about products and spread digital contents about brands. This is one of the benefits of social media in the way it allows customers to research on a product. This is the reason why it is imperative that small business use social media to appear visible to customers when they do market research on SNS.

Furthermore, the research by Simona, Cetina, Luigi, and Mihai (2013) concluded that companies should treat customers as individuals, figure out what goes best for each person, and that they should regularly change their contents on social media. Furthermore, they encouraged businesses to frequently run contests on the platform to engage their customers. One-on-one conversation is a major benefit of social media marketing over traditional advertising. SNS help small businesses target consumers on a more personal level. Nima, Barhemmati, Azhar, Ahmad (2015) in their study demonstrated that there is a constructive connection between how customers engage on social media and their purchase behaviour. So, companies using social media to engage their clients are much likely to make more sales compared to those that do not. This is because people tend to remember advertisements that they see on social media and most of the time buy products from that company.

A study by Kwok and Yu (2013) found out the clients of the leisure and hospitality industry regularly check the reviews of other customers while on social media. E.g. evaluations of eateries, guesthouses before paying for them. These further recaps the importance of businesses being online to monitor their mentions. Potential customers trust evaluations made by past customers than those displayed by the enterprise. Kim, Li, and Brymer (2016) agree with Kwok and Yu (2013) who also found out in a recent study that potential consumers check the reviews shared online on platforms such as Twitter when arranging to travel and when determining the eateries and hotels because they think reviews from past customers are dependable. The hospitality business has an uncommon relationship with its customers in that they deliver an experience, unlike physical merchandise like other businesses. As more and more people continue to use social media, the hospitality industries have a unique opportunity to tap into the millions of users in the online world and try to build a lasting relationship which will, in turn, mean more sales. (Rosman & Stuhura, 2013). The more a company interacts with its followers on social media, the more likely the business can convince the consumers to buy from them, which is much likely to lead to increase in repeat business and referral which are all needed if a business is to grow. This further supports the importance of businesses having some form of presence in social media to monitor the mention of their companies and try to persuade potential customers why their product or service is better than the competition

In yet another study by Otugo, Uzuegbunam, and Obikeze (2015) who investigated advertising done on social media among four hundred university students in the South East of Nigeria. Findings show that the youth surveyed claimed they were aware of an advertisement on Facebook and were able to remember some of the advisements they have encountered. Respondents revealed that they have encountered products advertisements on products like fashion, concerts, phones, automobiles, and real estates, etc. However, the study also found out that respondents did not give detailed attention to such promotion as they scan through their profile pages to scoop the update on their profile pages. With this study in mind, it is important for companies to use hilarious posts, videos while advertising because people tend to remember and share with their friends whatever made them laugh or happy. Andrea and Tuan (2014) analyzed social media marketing from the perspective of brand relationship marketing. A methodical literature review was carried out and the outcomes indicated that social media marketing created familiarity and friendship with the brand and one-on-one communication, dialogue and loyalty which are key elements of relationship marketing. Social media facilitates bonding between customers and brand through dialogue between customers and the brand. This is another way social media marketing is better than traditional marketing.

According to Alakali, Alu, Tarnong, and Ogbu (2014) who analyzed how some firms in Nigeria employed the tools of social media marketing to promote their global market. Evidence showed that SMM is effective in promoting Nigerian firms' products and services and ideas to the

international market. Because small businesses are always situated in their local vicinity, social media will assist them in reaching additional customers in the global market. In a recent study by Ali, Muhammad, Mashal, and Abid (2016) which employed the analysis of multiple regression to examine the effect advertising on social media has in the consumer's opinion in Faisalabad. Results proved that SMM is a noteworthy factor of a consumer's opinion of a company's products and services. The vast volume of data generated on the internet significantly influenced the consumer perception of a brand. Findings also showed that social media enhanced brand popularity among its customers since most customers use their smartphones daily. These once again illustrate the importance of companies creating a page on a social media platform to build relationships with customers. Because most consumers are on social media, every business should open a page on a social media platform and meet their customers or potential customers on a one-on-one basis.

A 2014 study targeted more than 500 small businesses on the effect of SMM on their gross revenues. While the study found that there was no connection between profits, increase in sales and social media. More than 77 percent of the studies respondents testified that about 35 percent of their customers were gotten via online media platforms such as Instagram. More than 69 percent claimed to have enjoyed many benefits derived from online such as customer referral, or the possibility to communicate with potential prospects (Marketing Bit, 2014). This is another way company gain by using social media because it helps customers refer their friends which will, in turn, mean more sales and growth for a business.

Ma and Chan (2014) reinforce that SNS can be used to share photos, videos and audios and companies should take advantage of these tools to make themselves visible in the market and their consumers. Livingston (2016) in his opinion argued that globally companies around the world will immensely profit by cleverly applying social media tools in their business such as posting captivating videos which have the capability to support their firms to attract the attention of the online users within the geographic regions and helping them target a new market. He further buttressed that companies should make use of opportunities social media offers them and address each customer individually. The ingenious application of social media technology by small businesses has positively added to better performance by the organizations for instance in terms of speedy reply to customers, better brand awareness, broader information sharing, and it has also reduced the cost of advertising (Parveen, Jaafar, & Ainin, 2015). This once again restates the potential of adopting social media in an organization.

The findings of Krallman, Pelletier, and Adams (2016), found out that using Instagram for advertising would be beneficial to small businesses if their aim were to co-create with the consumers and grow their brand awareness. With regards to marketing, Instagram is mostly

used to post pictures, videos and companies should always post interesting updates to get the attention of the users (Coelho, Oliveira, & Almeida, 2016). Marketers and businesses appear to have noted this since more and more companies use Instagram as the social media of choice (Stelzner, 2016). Phua, Jin, and Kim (2017) argued that because social network sites are dynamic, businesses should refrain from using the “one-size-fits-all” approach when advertising on social media platforms. They should try and address everyone as a single entity. Similarly, past studies by Hennig-Thuran, Wiertz, and Feldhaus (2015) found that Twitter inspires word-of-mouth and consumers adopt a product which hence increases the profits made by a business. This further reiterates the importance that businesses must monitor their mention on social network sites, to make sure they attend to any queries or complaint people may have about their product or services. Because social media application is flexible and open for connection, they help to connect people all over the world in a way that is not possible via traditional communication channels. This enables consumers to interact more freely and cooperate with other consumers all around the world who may have the facts needed to solve a problem. The universal attributes of social media permit information to be dispersed far beyond the limits of traditional communication, allowing enterprises to harness information from previously unreachable sources. (Murphy & Salomone, 2013).

Research by Roberts and Candi (2014) indicates that social network sites have enabled consumers to suggest new product ideas, what changes businesses need to do and what they are doing well. This is something that was impossible in the traditional era, but now new media technologies have given consumers direct access to companies. (Hudson, Huang, Roth, & Madden 2015). This is another way social media technology is good for organizations because of the reach capabilities it possesses.

Social networking sites also represent a novelty and cheap means of conversing between organizations and their consumers (Leeflang, Verhoef, Dahlstrom, & Freundt 2014). This is besides its capability of delivering information swiftly to any part of the world and receive feedback from customers in an untainted manner (Shilbury, Westerbeek, Quick, Funk, & Karg 2014). Zhao, Wang, Guo, and Law (2015) in their study of hotels usage of social media found that reviews from other consumers who have patronized a company in the past are used by prospective clients as recommendations. They further added that a negative review from a customer discourages potential clients from using the products or services of a business. This study once again recaps the importance of companies monitoring their social media mentions and commenting when appropriate. Similarly, Kim et al. (2015) confirm that when a company does well to a client, the client rates them highly and encourage other would-be customers to patronize the business.

Social network sites (SNS) makes it easier for companies to communicate marketing messages to consumers in a cost-effective manner. It also makes it easier for businesses to maintain existing customers as well as attract new ones. Kim and Park (2017) found out that hotels have increased customers through usage of social network sites. Also, Hsu and Ting (2013:11-12) in the USA 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 relationship messages. It also allows customers to benchmark product prices with other competitors at any point on their 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). Also, Jung et al. (2017) found that mature enterprise owners are uncomfortable and unacquainted with social media technologies as compared to the younger generation who grew up with them.

In a cross-cultural study by Szolnoki, Taits, Hoffmann, Ludwig, Thach, Dolan, and Thompson (2014) regarding the social network usage by wine industries in Australia, they found that the platform was an effective medium used by winemakers to interact with their consumers. Their research also established that most of the companies in their study (87%) advertised on Facebook. Furthermore, they found that (78%) of the winemakers used social media to get prospective consumers to notice their brand by posting hilarious contents and (76%) cited they used online media for customer service. (63%) agreed to have used the platform to invite their clients for any events that would get prospective consumers to taste their brand. while (16%) of the winemakers specified that they do not have an objective for using social media.

Hsu and Ting (2013) echoed the study of Seth (2012). Both studies concurred that social media were applied for promotion and to engage with prospects and existing hotel customers in a cost-effective way. Malthouse et al. (2013) indicated that new media technologies 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 Nigerian context.

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

posts on the platforms and supplying information that could benefit the client, hence the strategies also allowed for networking with other businesses and clients (Jackie Carter Centre for Enterprise, 2014:23).

In New York, a recent study by Mohr (2013:20) suggested that Facebook and Twitter platforms were adopted to converse with people who participated in a 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. Social network sites enable quick communication for any business. By creating captivating contents on social media, businesses can get potential customers to notice them, encourage users to buy their product thereby increasing sales, improve the image of their brand, reduce the money they spend on advertising and increase the possibility of referral (Felix et al. 2016).

Many western studies measured how individuals responded to the advertisements on social platforms (Gensler et al., 2013:242-256; Malthouse et al., 2013:270-280; Maxwell, 2013:8898; Tham et al., 2013:144-155, Thompson and Malaviya, 2013; 33-47; Weinberg et al., 2013: 299-310; Hardwick et al., 2014:28-31; Labrecque, 2014:134-148; Lukka and James, 2014:126; Murphy, 2014; Liu et al., 2015: 300-316). However, these inquiries primarily took place in the western world, countries with a stable economy, constant electricity supply, good infrastructure, and reliable internet service providers. Therefore, their usage of social media and their attitude towards it would be notably different when compared to a developing country such as Nigeria.

Also, past research has looked at the business-related characteristics of using social media by an enterprise, mostly analyzing consumer perspectives of big firms, for instance, business-to-consumer (B2C) or business-to-business (B2B) settings (Barnes & Jacobsen, 2013; Moore, Hopkins & Raymond, 2013). Moore, et al. (2013) also looked at the marketing, promotion and sales of products and services, building relationships with prospects and shareholders (Brennan & Croft, 2012), brand identity (Kissel & Buttgen, 2015), information sourcing

(Johnson & Gregoire, 2013) and enlisting purposes (Alfaro, Bhattacharya, & WatsonManheim, 2013). Past scholars have examined the performance of businesses that use social media in terms of productivity (Sarbu, 2013). Some researchers have looked at the platform in respect of business to consumer transactions. Past scholars have, for instance, scrutinized the influence of social media application on increasing the intention to purchase by consumers (Duffett 2015), its application by businesses in terms of customer feedback (Siagmaka et al., 2015) or the usage of platforms to provide market research (Rapp et al., 2013) and for referral purposes (Chang et al., 2016).



In literature, very few scholars have suggested ways of measuring a company's online efforts. While some researchers are restricted to accessing a companies' social media struggles (Vlachvei & Notta 2015), others try to quantify by means of financial performance (Hong et al. 2017); or try to access the return on investment (ROI) of social media advertising (Buhalis & Mamalakis, 2015). These studies were only able to access a firm's social media productivity by the number of likes and shares (Paniagua & Sapena, 2014); they also considered the quality of the content shared on the platform (images, and videos) and the rate at which the companies advertised which was needed to get customers to notice a brand (Hong, Shin, & Hyun, 2017; Moro et al., 2016; Karjaluo et al., 2015). Chung, Animesh, Han, and Pinsoneault (2014) conceptualized a firm's social media application in terms of quality, interactions with consumers, and passion which classified the usage of social media in quantitative and qualitative conditions. This method was implemented by Vlachvei and Notta (2015) while studying food manufacturing industries in Greece. Their findings indicated that there is a link between the interest created on social media and a company's net profit, indicating that companies should share interesting posts using images, captivating videos and hilarious posts on their social media page. This will get people to talk more about them, increasing the chances of these potential clients buying from the company, which in turn means an increase in revenue (Karjaluo, Mustonen, & Ulkuniemi 2015).

Similarly, a qualitative study in South Korea by Chung et al. (2014), showed that companies follow their customers and use funny images or videos to attract new ones which significantly increases their return on investment. Though, as cited by Oztamur and Karakadilar (2014), metrics on social platforms such as number of friends and likes do not always denote higher sales. The authors, looking at social media activities of businesses in US and Turkey on Facebook and Twitter, suggest that if a company wants to get the attention of its users or the online community, it must create quality contents on their social media channels either by creating catchy pictures or videos to get social media users to notice their brand.

Research was conducted to investigate the role of innovation in influencing SME survival. For instance, Mwangi and Namusonge (2014) piloted a study on the power of novelty on SME development on clothing manufacturing businesses in Nakuru District in Kenya. Audrey (2016) investigated the role of originality on the performance of SMEs in Tanzania. Oladele and Akeke's (2016) study was based on the influence of social media on the development of SMEs in Nigeria. Tehseen and Ramayah (2015) examined the role of entrepreneurial skills on the accomplishment of businesses regarding Malaysian SMEs. Asma, Ardjouman, and Abada (2015) analyzed the factors influencing the progress of SME enterprises in Algeria.

Furthermore, Kenly and Poston (2016) reviewed 90 construction and service corporations and observed that businesses that utilized social media reported many benefits from doing so. The

benefits included low cost of marketing, more novel ideas generated from the online community, and brand recognition. These developments, in other words, gave the companies increased exposure and generated more revenue for them. These reports confirm that companies cannot do without social media in their business activities.

Alexander (2014) found that governments also use social media, especially during disasters. He acknowledged the jobs of social media during a disaster such as monitoring, listening, etc. Social media can further assist governments because of the wider reach they have and the speed at which information spreads on the platform. These are all innovative ways which social media bring to the table to facilitate the duties of any governments during times of disaster. Among its other uses, the platform can be used by businesses to grow their brand and gives them an avenue to constantly remind or persuade the customers that their product is better than the competition (Delerue & Cronje, 2015).

Luke (2017) in his research found that social media can help businesses to create a targeted and tailored content design. By creating a fascinating content design on social media, companies can create strong interest in their online page which would inspire participation and interaction. This approach can help businesses interact on a personal level with their clients or prospective customers which will stimulate brand loyalty. This is vital in a saturated market environment such as in Lagos, Nigeria.

Researchers have found that consumers relate to brand contents online for many reasons such as for entertainment (Rohm, Kaltcheva, & Milner, 2013; Azar et al., 2016), sourcing information (Berger, 2014; Rohm et al., 2013; Azar et al., 2016), for promotions and incentives (Rohm et al., 2013; Azar et al., 2016), relationship building (Azar et al., 2016). Social media offers businesses an avenue to share information, advertise their products and services. Small businesses should take advantage of the endless potentials of social media application for their business to stay ahead of the competition. Businesses should further use the platform to create appealing messages using pictures, videos, and audios for their customers, as this will enable the brand name to stick in the hearts of their customers.

Past literature has shown that innovation is key for the sustainable competitive advantage of any business. Most of the time, businesses need unique ideas to achieve innovation. Chang and Hughes (2012) in their study found that businesses that apply uniqueness in their day to day running will have the capability to survive for longer, which is exactly what small business in Lagos, Nigeria needs. Hermert et al. (2013) debated the significance of keeping a proper balance between experimentation and exploitation networks for SMEs, as it aids to inspire the owners to grow their experimentation skills.

Centinkaya and Kalkan (2014) specified innovations that include new or enhanced products, new methods of production, new and enhanced distribution methods. But this research is more concerned with market innovations which includes the selling of merchandise to a new market or obtaining new clients for existing products. One of the innovative ways new media applications can help small corporations is to acquire new prospects online. Furthermore, the interaction between business and consumers online brings about innovations, as the consumers directly tell the business what they are doing right and what they must change (Yan & Yan, 2013).

Furthermore, Javeria, Khuram, Faheem, and Uqba (2018) in their study confirmed that there is a connection between electronic word-of-mouth and social media usage with the intention to purchase a product. They argued that businesses should make their posts on social network sites fascinating using the tools offered by these networks, so they can get the attention of customers.

Jurisova (2013:410) believes that businesses must advertise on social media applications, take note of what consumers are saying, and quickly respond to any query regarding their brand.

In a study conducted in Bahrain, Shafeeqa and Selwin (2014:8-22) found that Facebook, Twitter, and Instagram not only supported growth and profitability, they also changed the communication strategies of SMEs. However, the study pointed out that Twitter did not impact profitability because it is meant mostly for news. The researchers advised entrepreneurs to find ways to make Twitter more profitable for businesses (Shafeeqa & Selwin, 2014:8-22).

Rafiee and Sarabdeen (2014) presented similar findings to those of Shafeeqa and Selwin (2013), agreeing that social media could be an active platform to engage with clients on customer relations through effective communication that could be utilized as part of 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 generalized to Nigeria.

In Canada, Laroche, Habibi, and Richard (2013:81) pointed out that social media is a valuable tool in building customer relations because they provide the benefit of an intimate communication bond with people on the same network, which is one advantage of social media over traditional media. It also concretises customer relations with the brand, which leads to customer loyalty, according to (Laroche et al. 2013). Although the preceding studies all describe how social media serve to create a bond between the business and the consumer, the Castronovo (2012) and Laroche et al. (2013) studies were consistent in using social media for both customer relations and business goals. Though recent, the research was conducted

in Canada – a wealthy state – therefore the results may not easily be generalized to Nigeria small businesses.

Social media, when used efficiently, can optimize brand awareness in the online environment; therefore, small businesses and large organizations are encouraged to remain competitive, by having their own social media platform as a marketing tool, according to Romanian researchers Bija and Balas (2014:9). A study in Turkey by Hayta (2013:72) found that social media made a noteworthy and constructive 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 were effective in reaching customers and communicating online, sharing brand content, having brand information available on the network, and supporting brand credibility (Rumman & Alhadid, 2014:315-324).

Furthermore, social media could also be applied for other purposes such as for education as confirmed by Morphetou and Demetriou (2015:19); in their study in Cyprus, they found that social media are the major dissemination tool amongst university students in Nicosia, Cyprus. They influence 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 Morphetou and Demetriou (2015) agreed that social media were an effective communication and marketing tool. Morphetou's findings (2015) in the education sector suggest that social media have 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 works; he states that it influences the consumer attitude to buy products posted on the platform, based on their age and educational background. These studies are recent, but they were conducted in the Middle East and Europe and not in the hospitality industry, clothing, or wholesale//retail (hardware) industries. Thus, their findings might not be generalizable to the Nigerian context.

Additionally, in India, Sumitha and Beegam (2014:2) noted that online application platforms help firms to reach out to targeted consumers in society, and also reduce marketing expenditure, by enhancing sales through better leads and partnerships. Unlike traditional marketing, social media help businesses to reach a whole lot of potential customers. Additionally, Bethapudi (2013:79) in India 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 in the world and at any time. The platform can also reach out to groups 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, Qureshi, Nasim, and Whitty (2014:73), in recent research in Pakistan on the effect of social media when used as an advertising channel on customer preferences in the restaurant industry in Lahore confirmed 85% of the respondents agreed that they applied the platform daily for promotional information and product reviews. Likewise, the respondents confirmed that the platform was vital because it empowered and modified customer's perceptions of the restaurant as an enterprise. In another 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 many customers. The findings of Qurashi et al. (2014) in Pakistan were in accordance with those of Shabnam et al. (2013) that social media are a good platform to promote and sell businesses targeting individual and larger audiences. Though both studies are recent, their findings cannot be projected onto the Nigeria economy, because they were conducted in Asia.

A study by Waithaka, Muturi, and Nyabuto (2014:11) carried out in Kenya contends that companies that advertise on social media increase the chance of growing their business because Facebook and Twitter were useful in socializing and getting access to targeted clients, at a low cost. The more customers they reach, the greater the return on investment (ROI). (Waithaka et al., 2014:11). Also, a similar study by Kimani (2014) in Kenya on small businesses that apply social media as a means of reaching more clients confirmed that most small businesses surveyed preferred Facebook and Twitter. He showed that businesses can use the applications to share information more quickly than any other means. However, he suggested that businesses should combine traditional and SMM when trying to reach more customers. Khan and Karodia (2013:13-15) on the usefulness of social media for promotion, revealed that 95% of South African major brands incorporate social media tactics to target the consumers. Furthermore, 70% agreed the platform was useful for brand awareness.

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 is done to attract customers for product sales, through emarketing. The Khan and Karodia study (2013:14-15) was conducted in South Africa, but its focus was on public relations management rather than SMEs, though it supported the argument that Facebook was an appropriate channel for advertising. The findings thus cannot be generalized to small businesses in Nigeria.

Swani, Milne, and Brown (2013) concentrated their study on messaging strategies on social media that would encourage word of mouth. Their research found that adding emotional appeals while advertising on social media will be beneficial to businesses. With this in mind,

small businesses are encouraged to add emotional appeals while advertising on social media as this will get the attention of the online community. Holliman and Rowley (2014) in their study in the USA, France, and the UK, proposed that for businesses to grab the attention of the online community through social media technologies, they must post valued contents, using catchy videos or images. Similarly, Neher (2013) in his study on Instagram as a marketing platform for enterprises found that businesses that put colourful images and visual content online are more likely to make more sales than those who do not because human beings are more attracted to colourful pictures than through text. He also said that pictures can be appropriate in building brand exposure, and companies should integrate this development into their SMM efforts if they want to spread like wildfire. This is an innovative way business can leverage new media applications to grow their enterprises. In the same vein, Miles (2014); and Neher (2013) suggest that besides posting interesting images on social media, companies can distinguish themselves on Instagram by intentionally following its users, liking their pictures and commenting on their post. This is also an innovative method companies could use on social media to get potential clients to notice them on the platform. Mannukka and Jarvi (2014) in their research found that the popularity of social networks poses both dangers and prospects for businesses. Danger in terms of whatever a consumer has to say about a company or its products on social media get to millions of people and companies must make sure to monitor their mentions on social media and reply each query on time. Prospects in the sense that social media offer businesses unilateral ability to display their business for the world to see, regardless of where situated.

Trial periods and opportunities offered by social media are recently areas that have received the most attention in consumer markets. Research steered in Finland by Jussila, Karkkainen, and Aramo-Immonen (2014) studied 125 SMEs that operated in the B2B context. The study found that the surveyed businesses only used social media for internal communication. Their study suggested that businesses can adopt social media as a communicative instrument to reach existing customers or even make new ones.

Jarvinen and Tarminen (2016) investigated how companies apply social media applications for marketing resolutions. They concluded that firms that generate useful, funny and timely content on their social media page generated more sales than businesses that do not. Social networks provide businesses ways to associate with clients, and firms should post interesting messages to attract customers to their page.

Karjaluoto, Mustonen, and Ulkuniemi (2015) on the strength of social media used a case study with 60 interviewers, found three main areas where social media can help businesses. These are relationship building with customers, support in sales, and building awareness. They

further emphasized that customers are dynamic participants in the online world and that businesses should utilize the advantage.

The results of social networks, when employed for branding, attracted much attention; Lipiainen and Karjaluoto (2015) concluded that businesses should attract the online world by using funny images, emotional appeals and by creating an online contest for their followers. Similarly, a study by Nguyen, Yu, Melewan, and Chen (2015) concentrated on branding using social network sites and they surveyed 357 small businesses in China. They established that when companies are on social media, they get better knowledge and understanding of their customers and potential customers which makes it easier for firms to deal with every customer on a personal level. This is a major benefit of the platform when used by businesses.

Many studies have looked at how enterprises communicate with the online community using new media technologies and research by Mehmet and Clarke (2016) found that hilarious messages quickly get the attention of the online community. They further proposed that firms must embrace hilarious posts to get the attention of social network users. Social media offers businesses unique methods of communicating with their customers, unlike the traditional method that is rudimentary.

Swani et al. (2017) looked at emotional appeals and how businesses can become popular on Facebook when they analyzed 214 Fortune 500 companies on Facebook. Their study concluded that when businesses include their corporate brand names, make emotional appeals to the consumers or prospective consumers, they get the online community to follow them, and in turn purchase their products. In conjunction with the contagious properties of social media, Lacoste (2016) in France studied how account managers used social networks to reach their customers. He found that they used the platform to form a lasting relationship with customers and prospects, and to persuade them to do business with them and not the competition.

Examples of social media usage in some states in Nigeria. A study by Nyekwere et al. (2013) in Port Harcourt, Nigeria, found that social media are good when used for advertising, despite the challenges inherent in their use. Furthermore, a study by Olise et al (2014) in Anambra state in Nigeria found that businesses use social media and the platform has been beneficial to their enterprises. They went ahead to suggest that agencies that regulate SMEs should formulate policies that will facilitate the adoption of ICT facilities by SMEs because of its potential in improving firm's growth performance. A study conducted in Lagos state on the use of social media by real estate agents concluded that the use of social media, sign boards rank high among promotion tools employed (Ayodele et al 2015). Also, a study in Oyo, Ondo and Lagos state on the use of social media by agro-entrepreneurs indicate that education,

availability of power supply, customer base of the agro-entrepreneurs positively influenced use intensity of social media, while age and cost of data negatively influenced the use of the platform (Ajayi, 2015).

## **2.10 Social media adoption by small enterprises**

Recently, more and more organizations have embraced social networks as an instrument to help foster their promotional dealings (Oztamur & Karakadilar, 2014). More so, because they are regarded as unique tools that firms can profit from to interact with the online world on an individual level, and for this reason, businesses use them to communicate with the clients (Karjaluo et al., 2015).

Use and opportunities offered by social media are recently areas that have received the most attention in consumer markets. An inquest in Finland by Jussila et al. (2014) studied 125 SMEs that operated in the B2B context. The study found that the surveyed businesses only used social media for internal communication. Their study suggested that businesses can adopt social media as a communicative instrument to reach existing consumers or even make new ones. Within the information system, the acceptance of a system is viewed as an essential area of inquiry. In like manner, Siamagka et al. (2015) explored how companies in the UK adopted social media. The study applied the TAM and the resource-based theory as the theoretical underpinning for their study. The authors confirmed that the ease of use of an application, image and enterprise innovativeness, are all antecedent of the perceived usefulness of social media application.

In addition to adoption, a current trend also attracting attention is the fit and usage of social media, for example, research by Lacka and Chong (2016) on 181 businesses in China. They scrutinized the fit of social media when used by marketers. For better understanding, they applied the TAM and their study concluded that because most marketers perceived social media as useful and fitting their marketing aims, most of the businesses chose to use the platform.

Vlachvei and Notta (2014) noted that the receipt of e-commerce is swayed by age, gender, educational background, and technical know-how of the user. With respect to the acceptance of social media technologies, research documents that younger generations between 21- 45 are willing to apply the technology in their business, and business owners/managers with more educational background can create unique content on social media which will draw attention to their sites and in return get potential customers to notice them (Fosso & Carter 2014).



Because small businesses are run by owner/managers, habit will be a determinant in their use of the network. Wang, Lee, and Hua (2015) addressed habit in the context of prior usage of social media. They categorized habit in terms of users (usefulness, unambiguous nature of the platform, and perceived enjoyment). A study piloted by Larose et al. (2014) looked at habit differently. They noted that habit could simultaneously hold back the negative impact of using social media and hasten the constructive effects of employing these platforms. They argued that users of mobile social apps will possibly carry on using the app if they have addictive behaviour toward such platforms, as shown by (Hsiao, Chang & Tang, 2016). Werees, (2012:22) in Canada found that factors preventing restaurants from adopting social media as a promotion tool is the inability to use the platform and time. Similarly, research steered in the United Arab Emirates (UAE) on what could limit the application of social media as a marketing tool suggested that posting the right brand messages and feedback to the client is another challenge.

Kanchanatane, Suwanno, and Jarernvongrayab (2014:143) in Thailand confirmed that the attitude of SME owners/managers and the possible effectiveness of advertising on social media are some of the causes why a small business would not adopt e-marketing.

### **2.11 Response to first research question**

Literature has shown that there are many innovative ways businesses can leverage social media tools to develop their business, such as running of contests on the platform to create awareness, posting images rather than text, using emotional appeals, follow their customers, posting catchy videos, and finally using promotions and discounts to get the attention of the online world. All these are innovative ideas small businesses in Nigeria can leverage to attract more people on their social media page which in turn will lead to more sales.

### **2.12 Gaps identified in comparative studies**

Most of the literature reviewed was carried out outside Nigeria, which therefore implies that more academic study on the subject matter in Nigeria should be conducted.

Some of the literature was piloted in the education sector, not in the hospitality industry or wholesale/ retail sector; thus, their findings cannot be generalized to the hospitality or the wholesale/retail sectors.

About sixteen of the studies considered were published over six years ago; consequently, their results may not be usable in the current context, necessitating a study of this nature.

Finally, most of the studied literature focused on Facebook and Twitter, whereas few studies have been done on Instagram.

## **CHAPTER THREE**

### **RESEARCH DESIGN AND METHODOLOGY**

#### **3.1 Introduction**

The last chapter called to attention the literature of the phenomenon under study. This chapter shapes the methodology that was utilized to carry out this study. It shows the method applied to achieve the objectives of the study. The chapter begins by explaining the population, research design, data collection procedures, and sampling techniques that were used to answer the following objectives:

To find out if there is a link between the frequency of use of social media and its effectiveness (in growing sales) in the development of small businesses in Lagos, Nigeria.

To find out how effective social media marketing is for business development.

To also find out factors that could stop small businesses from utilizing social media to their advantage.

According to Jensen and Laurie (2016:4), a research design is the scheme of a study detailing specific objectives to be achieved, while research methodology is the strategy implemented to carry out the study to accomplish the research plan (Jansen & Laurie, 2016:11). Whilst there are different research methodologies used in social science, the researcher adopted a quantitative research design. With a view to addressing the above-mentioned objectives, the survey method was used, including a questionnaire. Hence, this chapter provides the motivation for selecting the survey questionnaire method for collection of data. The sampling method implemented in this study, as well as the description of the questionnaire, are also discussed. The chapter further explains the descriptive statistics from the data.

#### **3.2 Research methods**

Research methods are characterized as the procedures and practices which combine rational and well-defined principles to detail the precise approach and techniques which could be applied to scrutinize, deduce, study, and understand a problem and concepts within a field of study (Creswell, 2009). A research method details the steps taken in the route of this research. Data for this study was acquired from primary sources (survey), from literature and using quantitative research design. Past concepts from appropriate literature were used as a stepping stone in making enquires and for data collection. Creswell (2013) stated that the two

most used methods of inquiry which are quite popular among academics are quantitative methods and qualitative methods.

### **3.2.1 Quantitative design**

Babbie and Mouton (2009:49) noted that quantitative research is about “quantification of constructs, measuring the properties of phenomena and assigning numbers to the perceived qualities of things”. This view is supported by Welman, Kruger, and Mitchell (2005:2) who explain that “quantitative research’s purpose is to evaluate objective data consisting of numbers where the researchers use a process of analysis that is based on complex structured methods to confirm or disprove hypotheses”. Saunders et al. (2009) posit that quantitative research measures numeric values; it applies techniques such as questionnaires to collect data which are then analyzed and denoted by means of graphs or statistics.

The quantitative research method, also known as the positivist approach entails a detached approach where the researcher is not involved with the research process. Unlike qualitative method which focuses on understanding the phenomenon, the quantitative research method focuses on examining the phenomena to quantify the outcome, Gray (2009:165). Respondents in the quantitative method are guided by the data collection instrument and are not free to voice their opinions on the subject. This approach was selected for this research because of the large number of responses needed, and because the researcher can be able to send the questionnaires to this businesses via email without having to meet them one after the other.

### **3.2.2 Qualitative design**

Qualitative research also called the anti-positivist or interpretive strategy is a “process that is conducted in the natural setting of social actors focussing on the process rather than the outcome, the actor’s point of view is emphasized. The primary aim is the in-depth descriptions and understanding of the actions and events with the focus being on understanding social action in terms of its specific context” (Babbie & Mouton, 2009:270). A qualitative approach was not selected for this research because the researcher has a large sample and will not allow the participants to go into detail about their knowledge and their experiences. Unlike the quantitative method where the participants are controlled, participants within the qualitative method are free to articulate their views concerning the topic under discussion. One on one contact with the subjects which is the main tool of a qualitative study was not employed because the researcher looked at three hundred and seventy small businesses and there will not be enough time for a Face to Face discussion with these businesses.

Furthermore, this approach was not selected because it would be expensive for the researcher, and he would not be able to interview all three hundred and seventy (370) small business.

### **3.3 Research model**

A research model is a method used to carry out a study. It is a framework applied for easy comprehension of the case investigated (Babbie, 2012). It aids the researcher on the decision-making pertaining to his study.

### **3.4 Rationale for adopting a questionnaire**

This study embraced the quantitative method as stated by Creswell (2013:55) that “quantitative methods involve the process of collecting, analyzing, interpreting, and writing the results of a study”.

The use of the questionnaire survey method was deemed necessary because of its cost-effective nature, and it also helps in time-saving and is more convenient than any other method. It also allows for huge volumes of data to be collected from a large population (AlMubarak 1997:178). In contrast with an interview, questionnaires allow the participant the opportunity to respond to questions at their time, without any interference by the researcher. Once closed-ended questions are adopted, the data collected in a survey questionnaire can be scientifically quantified, captured and analyzed swiftly and objectively, by the researcher using a couple of statistical software packages. Closed-ended questions are in the form of multiple-choice selections where the respondents will tick the answer that is applicable to them (Iwu & Nxopo (2014:6), while open-ended questions give way for respondents to offer their opinion on a matter (Babbie, 2012).

This study applied mostly closed-ended questions because they allow homogeneity of the responses. Furthermore, they are easily evaluated and interpreted, easy for the owner/managers to answer, and it helps to avoid irrelevant or confusing questions. Finally, closed-ended questions are always straight to the point and easy to understand. The questionnaire was further supplemented by an introduction. The introduction briefly described the study, the studies objectives and the key terms in the questionnaire. The researcher indicated that the questionnaire was wholly for educational purposes and confidentiality will be of high regard. He further underlined that the owners/managers should choose what is applicable to them.

### **3.5 Research population and sampling technique**

#### **3.5.1 Research population and unit of analysis**

Research population represents the collection of individuals or businesses in an environment from which a sample will be chosen, which included businesses in the hospitality industry, restaurants, clothing (retail), and wholesale/ retail (hardware). Recognizing that there is no documented list of small businesses in Lagos, a target sample of three hundred and seventy small businesses was chosen as the unit of analysis, and the target was the owners/managers. This study made use of the Roscoe (1975) rule of thumb who stated that sample size of 30 to 500 fits perfectly into any study. This method has been productively applied in the study of (Maduekwe & Kamala 2016:186). The researcher thus identified three hundred and seventy business owners/ managers, that were calling the shots in their various companies. Yet again this was an assumption from the researcher that they would possess a reasonable familiarity with social media and might be applying the platform in the business. More importantly, the researcher made sure that the small businesses that would participate in the study had less than fifty employees.

#### **3.5.2 Sampling technique**

Bless, Smith and Kagee (2006:106) describe sampling as a process of grouping individuals, objects and documents for the purpose of collecting information from them for a project. The role of sampling is to ensure that the target population is represented in the process (Mouton, 2006:110). Below is the sampling method that was utilized for this research study.

Purposive sampling is a technique of choosing a small group of a society centered on their suitability to answer the research objectives (Babbie & Mouton, 2001; Jensen & Laurie, 2016:100). This study applied the purposive method of sampling to select three hundred and seventy small businesses from the hospitality sector, restaurants, wholesale/retail (hardware) and clothing (retail). The use of this method is encouraged by what the researcher wants to achieve. Which is to make sure that the sample is the owners/managers that have the characteristic attributes to answer the study objectives (De Vos et al., 2011:232, and Maree 2007:177-178).

This approach was used as it represents an affordable way of getting data, considering that all the respondents are situated in the same area, accessible to the researcher and his team of helpers who helped him with the distribution of the questionnaire. It is also relatively simple because there are no set aside rules or guidelines to be followed. Considering that there was no extensive list of small businesses running in Lagos Island, the adoption of other sample techniques such as the random sampling was not viable. Monette, Sullivan and De Jong (2005:148) cited that this approach has been used by other research and the outcome was fruitful.

### **3.6 Design of the questionnaire**

#### **3.6.1 Questionnaire design description**

The questionnaire was constructed considering the main social networking platforms - Instagram, Twitter, and Facebook which were the three platforms this study emphasized on. Altogether, the questionnaire consisted of five pages which incorporated the consent letter. The consent letter was to get permission from the participants of the study and to reassure them that any information about them or their business would be classified and strictly for educational purposes. Some of the questions in the questionnaires were adapted from Goodhue and Thompson (1995) while the remaining were created by the researcher to enable him to answer the research questions.

The questionnaire instigated by asking general questions on which social media were used for marketing purposes for the growth of the business. It was further narrowed down specifically to the three social networking sites selected as the focal of the study. Furthermore, questions were drawn to get the insight from the respondents on how effective social media were when used for promotional purposes and asked how the participants applied social media in their firms; and furthermore, elements that could stop a small business from applying the platform in their business. Additionally, questions about the respondent's business profile were asked, and questions on task-technology fit were also included in the questionnaire.

To encourage participation from the respondents, the questionnaire was developed mostly with closed-ended questions, with a "yes" or "no" option. One of the questions had an openended response "other" option, which would require the business owner/manager to specifically answer the question. The projected time of completion of the questionnaire was set at approximately twelve minutes.

#### **3.6.2 Description of the questionnaire sections**

The questionnaire in this study was segmented into six sections (see Appendix B) and was numbered one to six.

##### **Section 1: Social media applications adopted for the development of business**

Section 1 of the survey was designed to answer the owner/manager personal data, such as their age groups, if they were male or female, their educational background, and if they were single or married, etc.

Section 2 of the questionnaire was projected to establish the type of social media platform used for business growth by Small businesses. This section consists of three questions: 1. "Do you use social networking site for your business?" which required a "yes" or "no" response. This section is meant to discover whether the businesses used the platform for the growth of

their business or not. This question was meant to screen out those businesses who shouldn't continue with answering question 2 of the questionnaire.

## **Section 2: Which of the social media sites do you apply for marketing your business?**

The respondents were expected to choose the social networking site they use in their business. A four-point Likert scale (with 1 =never, 2 = sometimes, 3 = frequently and 4 =very frequently), was used to find out how often the respondents used the social network sites. This question is meant to establish whether the respondents used either of the three social media sites this thesis is looking at which includes Facebook, Twitter, and Instagram for marketing their businesses.

## **Section 3: The value of using social network for advertising**

Section 3, of the survey, was meant to find out the usefulness of social media when used for advertising. This section was used to determine whether respondents indeed know the outcome of their marketing strategy. This part comprised three questions (3a, 3b and 3c): 3. "How effective is the platform for business marketing?" A four-point Likert scale (one = ineffective, two = neutral, three = somewhat effective, and four = very effective) was meant to identify whether the respondents knew the effect either (good or bad) the platform was for business marketing.

5. "Do you measure the effectiveness?" which required a "yes" or "no" response, was meant to ascertain whether the businesses measure the effectiveness of the platform for their marketing strategy. Options were given using social media applications, such as "fans, follow, like, retweets, comments, the share of conversation and/ or referral".

## **Section 4: Task-technology fit**

4a) "**How often do you adopt social media for the development of your enterprise?**" was meant to determine how often the respondents used the platform as a means of advertising their product and services to their clients. The question required a response and a four-point Likert scale with (1 = not at all, 2 = neutral, 3 = often, and 4 = very often). This question answered the utilization construct of the TTF model.

4b) **I have gained more customers by advertising on the platform** used (NS= Not sure, A=Agree, SA=Strongly agree D= Disagree, N= neither agree or disagree,) Likert scale to measure the responses.

4c) **I have made more sales since I started using social media in my business** used (D= Disagree, N= neither agree nor disagree, A= Agree, SA, strongly agree, NS= Not sure) Likert scale to measure the responses.

Questions 4b and 4c answered the performance impacts constructs of the TTF model.



4d) **Social media has helped me have real-time control over my business development activities?** This question answered the task characteristics construct of the TTF by asking the owners/managers of the small businesses if social media has helped them have control in real-time of their business development. It used the five-point Likert scale (D= Disagree, N= neither agree nor disagree, A= Agree, SA, strongly agree, NS= Not sure).

4e) **what is your intention for employing the abovementioned social media platforms?** A four-point Likert scale (1 = never, 2 = sometimes, 3 = frequently and 4 = very frequently). The idea was to determine the purpose of using the identified social media platform 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 or to become visible in the global market.

Questions 4d and 4e answered the task characteristics question of the TTF.

4f) **How useful is Social media for your business?** Tried to measure perceived usefulness of social network sites to the small businesses. It employed a five-point Likert scale (1= highly useful, 2= slightly useful, 3=not sure, 4=not at all, 5= don't know)

4g) **Is the Social network site convenient and easy to use?** This question tried to answer how easy or difficult it was for the respondents using social media. It used a five-point Likert (1= very easy to use, 2=slightly easy to use, 3=moderately easy to use, 4= difficult to use, 5= not sure).

4h) **Rate your level of comfort when employing Social media.** This tried to answer the ease of usage of social media by small businesses. Five suggested options were available where (1 epitomizes very comfortable, 2 means somewhat comfortable, 3 depicts somewhat uncomfortable, 4, very uncomfortable, 5= not sure) was implemented to gauge the responses.

### **Section 5: The elements that can hinder a small enterprise from adopting the platform.**

Section 5 of the questionnaire evaluated the elements that might make an enterprise think twice before adopting the platform. Questions in this section are 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 reject or refuse to employ the technology for promotional purposes, so a query was made with five suggested options for the reply. The factors suggested were:

1. "lack of internet facilities, such as a smartphone or a computer" with a web connection; which literature supports as Africa is known to have the least internet adoption around the world
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". The respondents were expected to show if they agreed or disagreed with the statement. The answers were meant to indicate why respondents believed that they could not use the platform to their advantage.

### **Section 6: Respondents and their business profile**

Section 6 of the questionnaire has five multiple choice questions which focused on the respondents' background and their businesses. In question 6.2, background information was required on the respondents' status in the firm, experience, 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 accordance with the scope of the study. These questions were essential to guarantee 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 small businesses in Restaurant, clothing (retail), wholesale/retail (hardware), and hospitality (hotel) industry were surveyed.

#### **3.7 Research location**

The research took place in the Lagos Island of Lagos state in Nigeria. The focus is on restaurants, Clothing (retail), wholesale/retail (hardware) and hospitality businesses on the Island. The research location covered the environs of Balogun market, Lekki- axis, Victoria Island and Ikoyi. Most of the participants are running their business from a rented office or space. Below is the map of Lagos Island where the research took place.

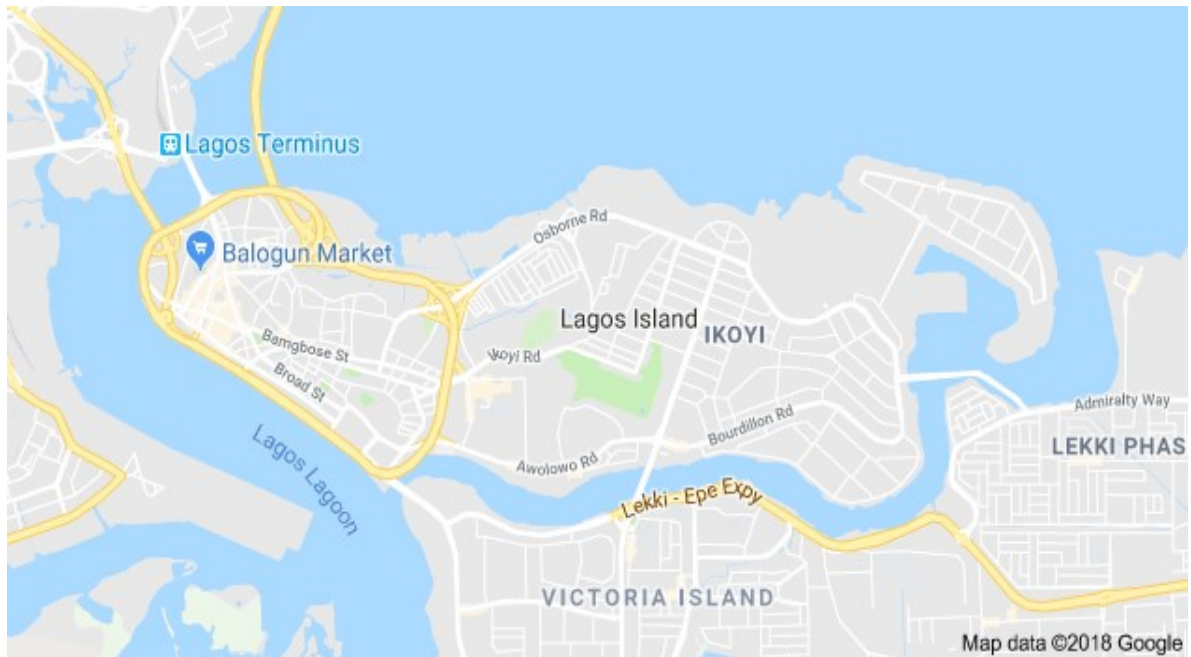


Figure 3. 1: Map of Lagos island

(Source: Google maps, 2018)

### 3.8 Research design

A research procedure often follows a simultaneous, connecting and sequential procedures of logical processes which aid in answering the research problem; the procedure of research and its routine composition are frequently denoted as a research design (Creswell, 2009). According to Jensen and Laurie (2016:4), a research design is a studies strategy detailing specific objectives to be achieved. Plomp (2010:13) defined research design as an academic practice designed to meticulously provide an enhanced understanding which aids in solving a problem, while also supplying a new knowledge and features of the problem. Furthermore, this thesis applied a descriptive research design.

### 3.9 Task Technology Fit construct measurement

TTF is defined as “the degree to which technology assists an individual in performing his or her portfolio or tasks” (Goodhue & Thompson, 1995:216). This model was designed to ascertain the theoretical link between IT and the productivity of an individual.

TTF scrutinizes the application of technology based on four concepts: (a) Task characteristics (b) Technology characteristics (c) performance impacts (d) Utilization. These four constructs make up the TTF which leads to user performance (Goodhue & Thompson, 1995).

Task characteristics: tasks are viewed as “actions carried out by individuals in turning input into output” (D’Ambra & Wilson, 2004). In the framework of this study, task characteristics

mean marketing or advertising done by small businesses when utilizing social networking sites. This part was answered using empirical data from the questionnaires. Questions (4d and 4e) in the questionnaire answered questions on task characteristics.

Technology characteristics: these refer to instruments adopted by individuals or businesses when performing their jobs. Technology characteristics in this study would refer to social media. This part is obtained from the literature.

Performance impacts: has to do with the after effect of using the technology (social media) in their business. This section was answered using the questionnaire. Questions (4b and 4c) in the questionnaire answered questions on performance impacts.

Utilization: has been the conduct of applying a technology when completing a task. Utilization of a computer system has been accessed in several ways including anticipated use and multiplicity of application use. This section was answered using the questionnaire that was distributed to the small businesses. Question (4a) in the questionnaire answered the question of utilization.

Ease of use: According to Goodhue (1998) ease of use is one of the factors of task-technology fit and the researcher added ease of use questions to the questionnaire, to find out how easy it was for small business owners/managers to use social networking sites. Questions (4h and 4g) in the questionnaire answered the question of ease of use.

Perceived usefulness: Goodhue (1997) recognizes the conceptual link between TTF and Davies (1989) concept of perceived usefulness, as both recognize that when successful, "technology provides necessary functionality to perform the task at hand". Questions were asked in the questionnaires to find out how small business owners/ managers perceive the usefulness of social networking sites. Question (4f) in the questionnaire answered the question of perceived usefulness.

### **3.10 Face validity**

When a researcher hopes to conduct quality research, it is important that a pilot study is performed, to certify that the questionnaire is free of any ambiguity and to make sure the questionnaire is clear and simple for the respondents. To achieve the above, the questionnaires were critically looked over by four researchers with vast knowledge in questionnaire structure. To put together a questionnaire that was error-free, the scholars looked at every question to detect errors or ambiguous questions. (Maree 2007:217).

For the period of the pilot study and to formulate standard questions, some errors were identified in the questionnaire. These included complex questions, double questions,

incomplete questions, vague questions. The errors were later amended to the approval of the reviewers. Finally, the questionnaire was deemed ready for data collection. Some of the questions that were adjusted was the marital status of the respondents. The researcher initially included 'divorced' as part of the status but after consultation with the supervisor, who suggested that such comments might make the respondents uncomfortable. So, this question was adjusted to include 'single' and 'married'.

### **3.11 Data collection and data analysis techniques**

The studies primary focus was on SMEs in Lagos, Nigeria and the researcher who was based in South Africa at the time of the research couldn't afford to fly to Nigeria to distribute the questionnaires himself. Instead, the researcher who has gotten the email addresses of the respondents emailed the questionnaires to them. But after the first month of the emailed distribution, the researcher only got ten completed questionnaires back. This frustrated the researcher and, in an effort, to persuade the respondents, he hired a team of helpers who helped him with the circulation of the questionnaires to the participants. Hiring the messengers was suitable because they clarified the survey to the owners/managers and simultaneously explained the purpose of the study to them. This approach amplified the response and desire of the respondents to partake in the study. Additionally, the tactic was constructive because it increased the speed of response, saved some time, and was cost efficient.

Even though the researcher gave the respondents the time to fill out the questionnaire at their convenience, the team of helpers was mostly available to assist the respondent in the process. In other instances, a follow-up email was sent to the enterprises when they failed to meet up with the deadline. Even with all the emails and follow up visits from the researcher's team, few of the respondents declined to fill out the survey, even though they have consented to be part of the study. In total, data collection lasted eleven weeks.

SPSS version 25 was used to analyse and fill out the received data. The program was used for the below reasons:

1. It helped the researcher to detect mistakes throughout the data collecting phase.
2. It helped to facilitate the capturing process and gave admission into inferential statistical, and descriptive functions (because these functions are in-built into SPSS tool-bar menus).
3. SPSS also has an in-built system function that made interpretation of statistical results easier. It helped the researcher to easily calculate the mean in this study.

4. The SPSS software offers sets of graphs and charts which makes it easy for researchers to create complex graphical interpretations whenever they use the toolbar menus. This study made use of descriptive statistical data analyses for the collected data.

### **3.12 Descriptive statistics**

Cooper and Schindler (2008:151) cited that the descriptive research design strategy should be used for a better explanation of objects, people, groups and their environment. 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 arithmetic median, mode, and mean. Statistical scales in the form of standard deviation and variance were also used. This study made use of percentages and graphs to describe and summarise the response of the respondents. Subsequently, the arithmetic mean was used as a sign to mark out the responses to all the five-point Likert-type scale questions. Then a standard deviation was calculated to categorize the degree of agreement of the respondents' statements, which showed that a standard deviation of more than 1 specified disagreement, while a standard deviation of less than 1 represents an agreement.

### **3.13 Validity and reliability**

#### **3.13.1 Research instrument reliability**

A studies reliability is contingent upon the level of credibility of its findings: that is, whether a repeat of the research would produce the same results (Polit & Beck, 2017:303). In quantitative methodology, the reliability of a research instrument is attained when in the future the same research is carried out exhausting the same resources and the same conclusion is realized (Dudovskiy, 2016). The questionnaire adopted for this study was checked at the pilot stage. It was also overseen by five researchers who are knowledgeable in designing of a survey and they all determined that it was flawless, clear and that it would have the same outcome if administered to a different population at different period (Maree, 2010:215 & Salkind 2006:118). Most of the time, reliability is concerned with the techniques applied to measure variables (Polik & Beck, 2017:160). According to Gerrish and Lathlean (2015:28) who stated that a high caliber questionnaire, without confusion or bias, enhances the trustworthiness of a study and the value of its results. A data collection instrument free of error is the precursor to a high level of (internal) reliability (Thanasegaran, 2009:37). (External) validity, on the other hand, deals with how successfully the data gathered can be generalized to a whole population (Greener, 2008:37).

### **3.13.2 Research instrument validity**

Before a research instrument can be regarded as valid, it must measure without error and reflect the total idea targeted. It should be able to showcase the accurate meaning of the idea under consideration. In doing so, the results will be truthful, perfect, complete and leading to an effective conclusion (Leedy & Ormond, 2005: 28)

Further down is a brief description of the two forms of validity (internal and external).

### **3.13.3 Internal validity**

There are many types of internal validity, but this study will only discuss the construct and content validity.

Construct validity is a way to quantify the standardization of the study instrument and to integrate the quality of the concept that is being investigated (Brynard & Hanekom, 2006:48).

Basically, construct validity means adding the essentials of the study's objective in the survey instrument. To achieve construct validity, the researcher should answer questions like: is the survey instrument (questionnaire) set to measure what it is supposed to quantify? Are the questions in the survey tool accurate to answer the objectives of the study?

According to Maree (2007:217) pilot study should be done to be able to achieve construct validity. Regarding this study, the survey instrument was evaluated by five academics including my supervisor with vast knowledge in designing of questionnaire.

They were urged to detect any issue that could threaten the external validity. Subsequently, after great consultation with the five academics, the questionnaire was modified to ensure construct validity.

### **3.13.4 Content validity**

In the case of this study, content validity will be referred to as asking the right questions in the questionnaire (Brynard & Hanekom, 2006:48).

Content validity calls for a survey instrument to add all the items that characterize a true concept. In addition, recommendation was requested from five academics who are knowledgeable with regards to questionnaire design, to ensure the content validity of the questionnaire.

Following their assistance, the questionnaire was modified and was accepted as the final version ready to use in the study (Maree, 2007:217).

### **3.13.5 External validity**

External validity deals with wider acceptability of the conclusion of the research results when compared to related studies worldwide. To achieve external validity, it requires the use of

random sampling method, which is essential to guarantee that the sample is a characteristic of the population (Brynard & Hanekom, 2006:48). Despite that, this method was not utilized because there is no comprehensive list of small businesses operating in Lagos, Nigeria. However, the fact that the targeted sample was three hundred and seventy small businesses, validated the representativity of the sample. Hence, the small businesses sampled in the survey were from restaurant, clothing (retail), wholesale/retail(hardware), hospitality (hotel) and it was therefore assumed that external validity had been met to some certain extent.

### **3.14 Ethical considerations**

Research ethics involves the right and wrong way of doing research (Fouka & Mantzorou, 2011). According to Resnik (2015), ethical concerns are very essential in the research process. Research ethics is not only limited to dealing with research data and respondents. It applies to the whole process of research in terms of ensuring that the researcher behaves in an orderly manner towards the subjects or those affected by it (Saunders, Lewis & Thornhill, and 2009:136). To ensure appropriate ethics for this research, the researcher contacted the owners/managers of the small businesses, explained to them what the research was looking to achieve and requested consent and access to collect data from their businesses. In return, the small business owners/managers granted the request of the researcher and drafted an official letter of consent and promised cooperation during the research project. This research followed the appropriate behaviour as approved by the Faculty of business and management sciences ethics committee. The researcher had the consent of the respondents of this study to carry on with the study. All research participants were educated in respect to their rights throughout the procedure. The respondents were fully aware that participation was voluntary, and they had the right to pull out at any time. Additionally, the respondents were made aware that information they provide will be solely for academic purpose which will enable the researcher to obtain a master's degree in business administration (entrepreneurship). Finally, no sensitive materials or discussions took part during the duration of the data collection with the participants.

### **3.15 Limitation of using Questionnaire**

There are so many limitations of using a questionnaire method in academic literature, such as failure to answer, which occurs when potential participant suddenly refuses to fill out many of the questions in the questionnaire or when they just decide not to participate even after they have agreed to do so (De Vos, et al., 2011:188). Non-response bias compromises the unpredictability of a sample, thus, making the process bias, which thereby renders the sample as a partial representation of the populace and decreases the validity of the research findings (Vogt, 2005: 210).

For complete elimination of non-response bias, the researcher sent emails and sent his team of helpers to meet the managers/owners of the small enterprises who are the decision makers



to encourage their participation. They were carefully profiled and scrutinized to guarantee uniformity of the process. As specified in the study, the purposive sampling method was adopted to select the eventual sample of this research. Because of this, some representatives of the population may have been left out in this study, by the asset of its purposiveness, hence the process was nonrandomly selected (Grinnell & Unrau, 2008:153). Therefore, the drawback was reduced by a random selection of three hundred and seventy small businesses.

Another restriction related to the use of questionnaire in a study is the low response rate as is the case in this study, which might influence the results and make it not a true representation of the population (Saunders, Lewis & Thornhill, 2007:98). For the sake of preventing this constraint, the researcher sampled three hundred and seventy small businesses within Restaurant, clothing (retail), wholesale/retail (hardware), and hospitality (hotel) sector. The researcher sent emails and assigned helpers who visited these businesses one on one to encourage them to complete the questionnaire. Finally, most of the questions were closeended which was intended to urge the participants to partake in the study.

Another limitation faced when a questionnaire is used, especially when it is directed to small businesses is the attitude of the owners/managers owing to the challenging nature of running a business. To deal with the unwillingness in the part of some respondents, the researcher and his team of helpers spent time clarifying the study's purpose to the respondents via email and when delivering the questionnaires and also assuring the owners/managers that any answer they give would be treated with confidentiality.

The researcher believed owners/managers to be the core decision makers in the business, even though there might be other people who make decisions in that business. Nevertheless, they were intentionally omitted because the researcher did not consider them as being core decision makers in that business. This was done to circumvent additional limitations to the study. However, the idea of choosing just the owner/manager to participate in the study as decision makers were justified, because the duty of managing such small businesses possibly depends on their status and position, in that case, is more likely to be acquainted with the marketing developments that could support their business to grow.

Another constraint consistent with this study was that it only focused on businesses in wholesale/retail (hardware), clothing (retail), hospitality (hotel), and restaurant in Lagos, Nigeria. Consequently, the conclusions may perhaps not be generalized to other parts of Nigeria. The study also only fixated on Instagram, Facebook, and Twitter. So its findings might not be a true representation of the usage of other social network platforms when used for marketing purposes.

### **3.16 Summary**

This chapter thoroughly discussed the methodology utilized for the collection of data, which assisted in reaching the studies objectives. Also, the research paradigm was discussed and buttressed with the elucidation and justification for adopting a survey technique. The subsequent chapter talked about the findings of this research.

## CHAPTER FOUR

### DATA ANALYSIS AND INTERPRETATION OF RESULTS

#### 4.1 Introduction

This chapter shows an in-depth review of the findings and the discussion of the results. This chapter thoroughly explained the questionnaires, and analysed the data gotten from the respondents. The 25<sup>th</sup> edition of the statistics software for social sciences, (SPSS) was employed for the analysis.

The aim of this study was to find out how innovative solutions rooted in social media can help small business which faces many infrastructural challenges to grow and flourish in Lagos, Nigeria.

To accomplish this aim, the subsequent study objectives were clearly specified

How effective is social media marketing for business development?

To find out if there is a link between the frequency of use of social media and its effectiveness (in growing sales) in the development of small business.

Factors that could stop a small business from applying the technology in their business.

The target population was 370 small businesses in Catering/food/restaurants, Clothing (retail), Wholesale/retail (hardware), hospitality (hotel) in Lagos state, Nigeria. Out of this number, 195 useable questionnaires were used for this study. Out of the 195 respondents, 26 did not use social media in their businesses, so this 26 is responsible for the missing figures in this research.

Table 4.1: Question/ numbering in the questionnaire

Question/statement		Variable name
<b>Section 1: Personal information</b>		
1	What is your gender	1.1
2	In which age group do you belong?	1.2
3	What is your marital status?	1.3
4	What is your completed educational background?	1.4
5	What type of networked device do you currently use on a regular basis for business?	1.5
<b>Section 2: The social media platform adopted for advertising purposes</b>		

6	Do you use social media sites?	2.1
7	Which of the social media sites do you use for marketing your business?	2.2
<b>Section 3: The efficiency of using social media for advertising</b>		
8	How effective is Facebook for marketing	3a
9	How effective is Twitter for marketing	3b
10	How effective is Instagram for marketing	3c
11	Do you measure the effectiveness?	3d
<b>Section 4: Task-technology fit</b>		
12	How often do you use social media for business purposes?	4a
13	I have gained more customers by advertising on social media?	4b
14	I have made more sales since I started using social media in my business	4c
15	Social media has helped me have real-time control over my business development activities.	4d
16	For what purpose do you employ the above platform?	4e
17	Do you think social media is a good fit for achieving question 4e	4e.1
18	How useful is social media to your business?	4f
19	Is the social network site you use convenient and easy to use?	4g
20	Rate your level of comfort when using social media?	4h
<b>Section 5: Elements that could hinder a small enterprise from adopting social media</b>		
<b>Section 6: Respondents business profile</b>		
21	What type of business do you operate?	6.1
22	What is your position in the business?	6.2
23	How long have you been in the position?	6.3
24	Was some of the above education marketing related?	6.4
25	How many employees do you currently have?	6.5

#### 4.2 Rate of response

Given that there are no databases for businesses in Lagos state, Nigeria, 370 small businesses were targeted from the hospitality, restaurants, clothing, and hardware industries. To attain the intended sample, 610 surveys were distributed to small enterprises in Lagos state, by means of a purposive sampling technique. The delivery of 610 questionnaires as

opposed to only 370 was done because the researcher believed that not all the recipients of the questionnaire will be so keen to partake in the study. (see Appendix B).

The questionnaires were distributed in three batches via email and hand-delivery process to the respondents as follows;

Batch 1: 200

Batch 2: 200

Batch 3: 210

Following the first set of the disseminated questionnaires, 45 were completed and sent back; from the next set of the distributed questionnaires 65 were duly completed and returned; from the final batch of the distributed questionnaires, 91 of them were completed and returned. In total, 201 questionnaires were completed and sent back. Of the 201 questionnaires received, six were incorrectly filled out and were left out. Therefore, only 195 questionnaires were used for this study, thus 52.7% response rate (see Table 4.2).

Table 4.2 Number of responses

	Number of respondents	Percentage (%)
Targeted respondents	370	100%
Received responses	201	54.3%
Usable responses	195	52.7%
Unusable responses	6	1.6%

### 4.3 Personal information of respondents

In part one of the questionnaire, detailed intel was required from the participants in terms of gender, age and the completed academic level of the respondents.

#### 4.3.1 Gender of the respondents

The first question on the questionnaire determined the sex of the owners/managers, as presented in Table 4.3 below

Table 4.3 Gender of the participants

Gender					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	115	59	59	59
	Female	80	41	41	100
	Total	195	100	100	

The table shows that out of the 195 respondents, 115 were male which equals (fifty-nine percent) of the respondents while 80 respondents which are equivalent of (41 percent) were females.

#### 4.3.2 Age group of the owners

The question was asked to find out the age brackets of the surveyed; as shown in the figure below

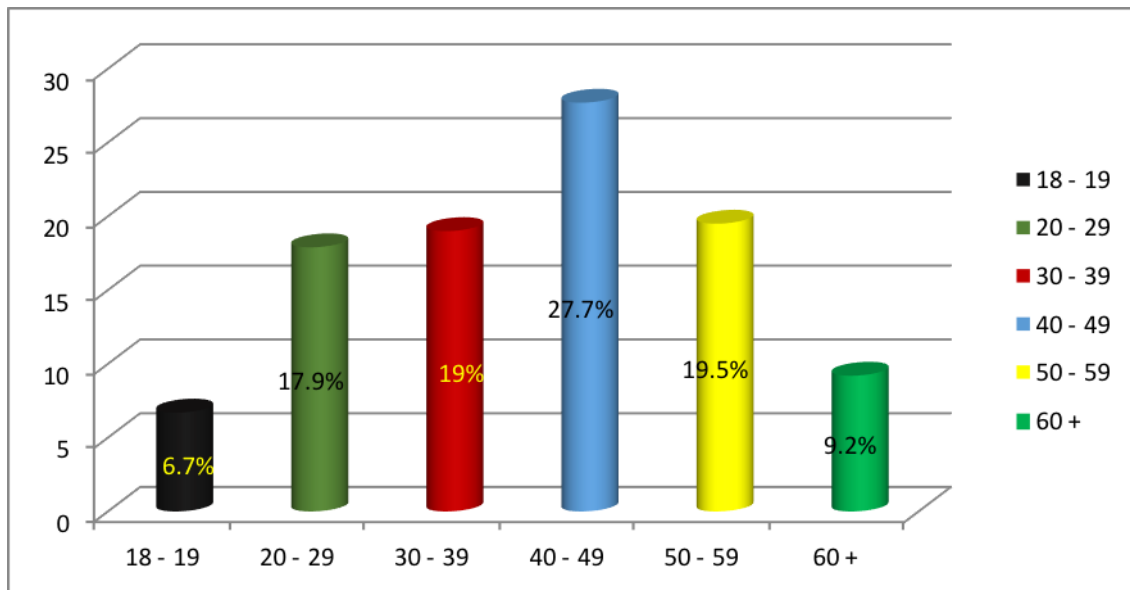


Figure 4. 1: Age of the participants

The diagram shows that the largest group was the 40-49 group with 27.7 percent, in second place was the 50-59 age group with 19.5 percent, followed by the 30-39 age group at 19 percent, 20-29 group were in fourth place with 17.9 percent, the 60+ age group only had 9.2 percent while only 6.7 percent were from the 18-19 age group. These indicate that the researcher distributed the questionnaires so that every age group will be represented in his study.

#### 4.3.3 Respondents completed educational background

With respect to the respondents' completed educational background, the outcome confirms that only 4.1 percent of respondents had concluded a doctoral degree (visit Figure 4.2), whereas 25.1 percent possess an undergraduate degree, 34.4 percent had completed their secondary education and 10.8 percent hold a master's certificate, while 17.4 percent already completed their primary education. Furthermore, about 8.2 percent of the respondents had no education at all. Because of the above, more than 70.3 percent of the respondents have either completed high school, undergraduate or a master's education. it is safe to say that most of

the respondents possess some kind of education, which is not surprising considering how they have navigated social platforms in their business.

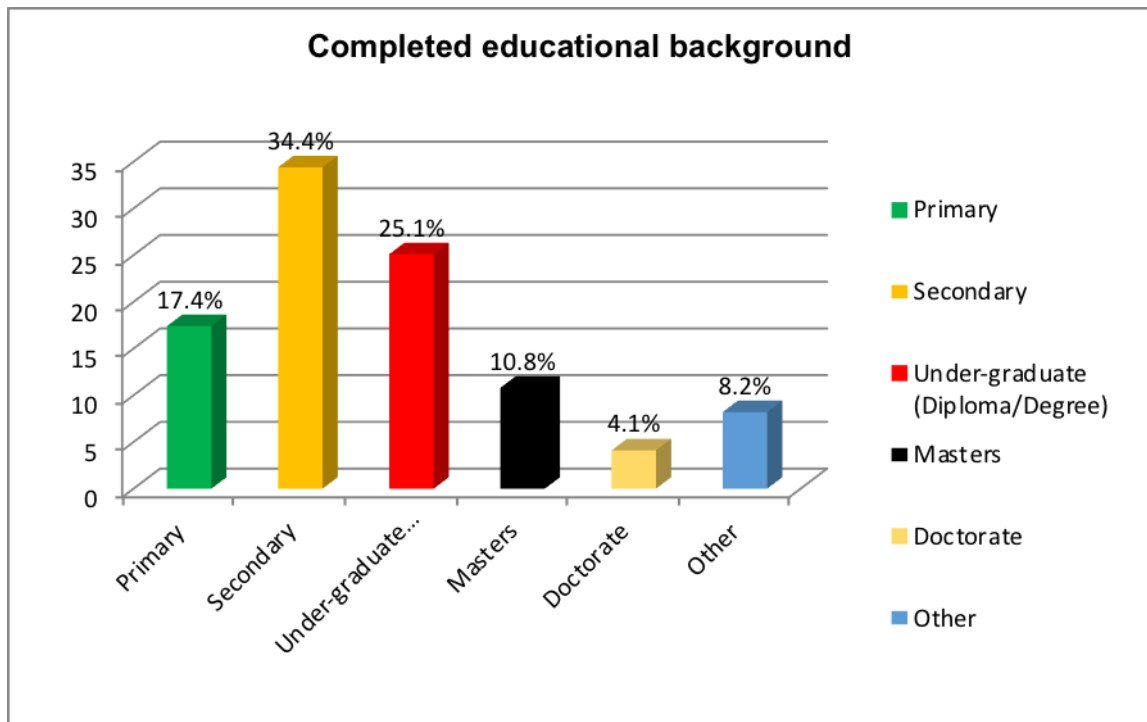


Figure 4. 2: Completed educational background of the respondents

#### 4.4 Social networking platforms employed in this study.

Considering the focus of the research, respondents were asked to specify the types of social networking sites they applied in their business for advertising purposes. In other to accomplish this purpose, the questionnaire was thus split into three sections (see Appendix B)

##### 4.4.1 The usage of social networks by small businesses

In section 2 Question 2.1, the participants were required to point out by means of a 'yes' or 'no' if they used social media within their business. Of the 195 respondents, 86.7 percent agreed that they used social media platform in their business. This high usage percentage agrees with Jagongo (2013) and Wigly and Zhang (2011) who found that 81 percent of small enterprises in Kenya and 82 percent of American publicity agents respectively adopted social media. Similarly, this study has shown a strong usage of technology by the respondents and their business.

Table 4.4 Usage of social media sites by the respondents

Do you use social media network site(s)?					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	169	86.7	86.7	86.7
	No	26	13.3	13.3	100
	Total	195	100	100	

In section 2 Question 2.2 the owners/managers were required to show the kind of social network platform they utilized for advertising: Facebook, Instagram, and Twitter. To measure their responses, four-point Likert scale was utilized to quantify the odds with four measuring “very frequently”, three signifies “frequently”, two measures “sometimes”, while one indicates “never”. That way when the mean is close to four on a social network platform, it would signify that the platform was utilized more by the small businesses.

In the same vein, the proportion of the manager/owner who specified that their enterprise utilized any of the social platforms “frequently” or “very frequently”, have been combined to depict as the fraction who employed the platform “frequently”. Business that showed that their enterprises “never” or “sometimes” utilized the platform was orthodoxly branded as though they have never adopted it in their business since the term ‘never’ and ‘sometimes’ depicts a very slight application of social media. By using this system, it guaranteed sound reporting on the small enterprises that have utilized either of the three social media sites that this study looked at.

Table 4.5 The type of social applications employed for advertising

Figure	Social application site	Portion who the application regularly)	Respondents n=195	Standard deviation
			mean	
1	Facebook	26.7%	1.75	1.006
2	Twitter	15.9%	1.49	0.846
3	Instagram	35.4%	2.05	1.194
4	Other	4.1%	0.03	0.173



To sum up, Table 4.5 shows that the most commonly used social network sites were Instagram with (35.4 percent), followed by Facebook at (26.7 percent) and Twitter with only (15.9 percent). Though, 4.1 percent of the participants specified to have embraced alternative means of publicizing like telephone calls, sending SMS, word of mouth, and other social networks sites such as WhatsApp. The mean confirms that Instagram was the most commonly used platform by the respondents (2.05), followed by Facebook (1.75). The high standard deviation would suggest a very high ratio of the respondents who agreed to have used social networks in their business.

This result endorsed a study by Phua et al. (2017) which explored users' application of new media and established that Instagram was the most frequently adopted platform for consumers to keep an eye on brands. The result also concurs with Brown (2010) who found that Twitter and Facebook were preferred by the respondents in his study when buying items posted on the page of firms they follow.

#### **4.5 The efficiency of advertisements carried on social media**

Regarding the third segment of the questionnaire used in this study, which consisted of two sections (Part 1 and Part 2): in the first section, the owners/managers were requested to share their assessment of how effective the three media platforms Facebook, Instagram, and Twitter were in the process of advertising. A Likert scale was used for measurement where 1 indicates "ineffective", 2 for "slightly ineffective", 3 stands for "Neutral", 4 means "slightly effective", 5 for "Very effective".

In other words, the closest the mean was to five, will indicate that the platform was deduced to be effective.

For plainness and accuracy, the replies "slightly effective" or "very effective" were combined and communicated as "perceived percentage of the respondents that said the platform was very effective" and the results in percentages are illustrated in Table 4.5. This technique is justified because it only reported the effectiveness of adopting social applications by these small businesses.

Table 4.6 View of the efficiency of employing social media for advertising

Social media platform utilized for advertising	Perceived effectiveness	Respondents n= 195	Standard deviation
		mean	
Facebook	55.5%	3.52	1.305
Twitter	45.6%	3.12	1.269
Instagram	63.3%	3.57	1.252

Table 4.6 above shows how beneficial social media applications are when used as a promotional platform. The result indicates that 55.5 percent of the enterprises identified Facebook to be beneficial, while Twitter only had 45.6 percent. Many of the respondents (63.3) percent agreed that Instagram was the most effective social network site they used for business purposes. Similarly, the mean in the table agrees that Instagram was identified by the owners/managers as the most effective platform at (3.57), Facebook (3.52) and Twitter at (3.12). The standard deviation, which ranged between 1.252 – 1.305 showed the balance of this result.

The result agreed with the findings of Stelzner (2016), who found that many of the respondents used Instagram and Facebook to publicize their merchandise. The above results were also consistent with prior empirical research of Cox (2010), who found that 91% of respondents cited that Facebook platform was beneficial when adopted for advertising and for customer relations.

In section 3 part two of the questionnaire, the respondents who agreed social media platforms were effective in their business were asked if they measured how effective social media were in their enterprise in the form of an increase in fans/followers/likes, share of conversation, comments, retweets, referrals and number of customers attracted. The respondent's answer had to be either a "yes" or "no". Out of the 195 respondents of this study, 66 did not evaluate the usefulness of social media, or they did not utilize the application at all in their business. In this case, a total of 129 respondents was used for the measurement of the efficiency of social media when used for business, as shown in Table 4.7 below.

Table 4.7 Measuring the efficiency of social media

<b>Apparatus</b>	<b>Yes</b>	<b>No</b>
Percentage of the respondents who measure the effectiveness	75.7%	24.3%
Increase in fans/followers/like	46.5%	53.5%
Retweets	23.3%	76.7%
Comments	39.5%	60.5%
Share of conversation	17.8%	82.2%
Referral	17.8%	82.2%
Number of customers attracted via social network sites	54.3%	45.7%

Summarizing Table 4.7, 75.7% of the respondents evaluated the usefulness of using social media in their business, while the remaining 24.3% did not. This is not surprising considering that more than 70.3% of the respondents of this study had either a secondary school certificate, an undergraduate degree or even a master’s degree which suggests that they had the ability to measure the effectiveness of usage of the platform in their business.

The number of customers attracted via social network sites was cited as being the most successful way to boost a small business with 54.3% agreeing, whereas 45.7% did not agree. The increase in fans/followers/like at 46.5% was canceled out by the 53.5 percent who disagreed on the method. The usage of comments had 39.5% of the owners who agreed while the rest at 60.5 percent disagreed with the approach. Retweets were not a welcomed approach of measuring the effectiveness (23.3 percent agreeing) while the remaining 76.7 percent did not select the method. The share of conversation and referral had the least with only 17.8 percent of the respondents agreeing while a huge amount of 82.2 percent that did not choose the method.

These result can be compared to some extent with the research by Hsu and Ting (2013) carried out in the USA. They stated that the productive application of social media properties such as “likes, and comments” increased sales indirectly by attaching fascinating and useful updates, as well as replying to comments. On the other hand, KPMG (2011) found in a study conducted in Australia that when companies evaluated the benefits of social media to their business, they found that the benefits outweighed the risks of utilization.

## 4.6 Task Technology Fit

This study utilized Goodhue and Thompson's (1995) Task-Technology Fit to demonstrate how information systems (IS) and small businesses can correlate with each other to make small businesses more profitable. Section four of the question answered the third research question which asked whether there is a connection between the frequency of employing social media and its effectiveness in the development of small business.

### 4.6.1 Relationship between social media use and its effectiveness

Table 4.8 Rate of applying social media for enterprise growth

How often do you use social media for business purposes?		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hourly during the day	24	12.3	14.2	14.2
	Daily	22	11.3	13	27.2
	More than three times a week	21	10.8	12.4	39.6
	Weekly	35	17.9	20.7	60.4
	More than twice a month	28	14.4	16.6	76.9
	Monthly	33	16.9	19.5	96.4
	Less often	6	3.1	3.6	100
Total	169	86.7	100		
Missing	System	26	13.3		
Total		195	100		

With regards to Table 4.8, businesses who applied the technology at least once a week scored the highest percentage with 20.7%, followed by businesses that used it at least once in a month at 19.5 percent; in third place were those enterprises that used social media more than twice in a month for business growth with 16.6 percent. Only 14.2 percent of the owners/managers responded that they used social media hourly during the day, while 13% responded that they used it day after day. In the same vein, only 12.4 percent of the business owners/managers said they used social media more than three times in a week. The least (less often) were cited by 3.6 percent of the respondents. Furthermore, it is also vital to note that 26 respondents (13.3 percent) did not use social media in their business, thus only 169 respondents answered this question. Therefore, merging the percentage of the respondents that use social media frequently (hourly during the day, daily, weekly, more than three times a week), we deduce that over sixty percent (60.3%) of the respondents use social media

frequently. This result is like that of Jurisova (2013) who found in his study that over 61% of the participants in his study spent from six to twenty hours advertising on social media every week in Slovakia.

#### 4.6.2. I have made more sales since I started using social media in my business

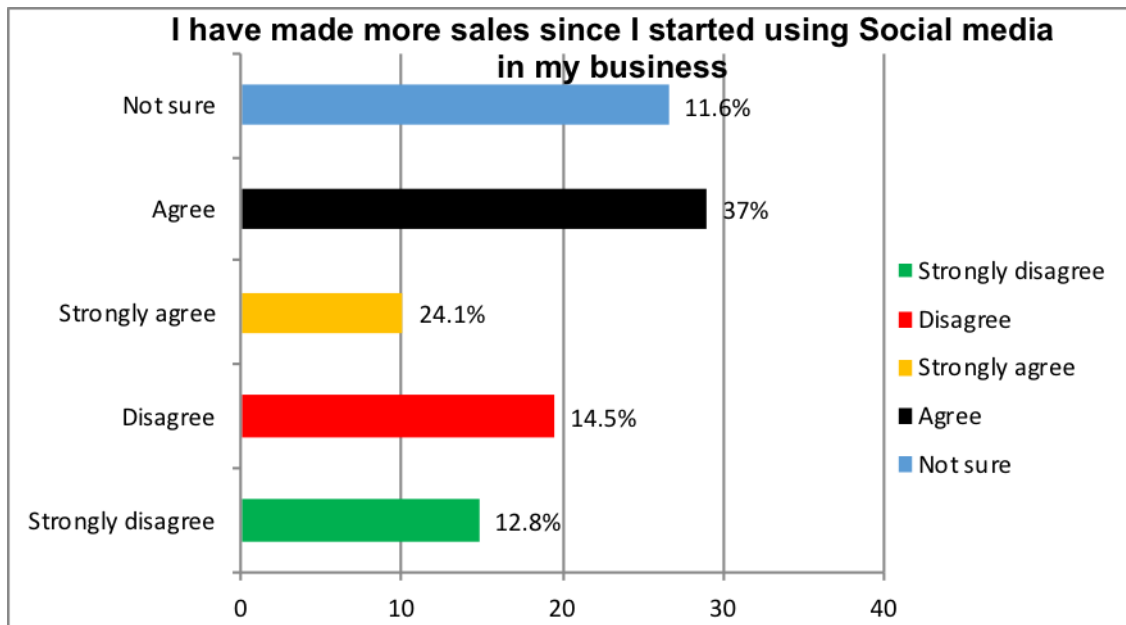


Figure 4. 3: I have made more sales since I started advertising on social media

Question 4c of the survey was asked to uncover if the respondents have made more sales since they started marketing on social media. With regards to accuracy and simplicity, the responses “strongly agree” and “agree” were incorporated and conveyed as the percentage that “agreed” while “strongly disagree and disagree” were combined and reported as those that “disagreed” with the statement.

More than (61.3%) of the enterprises agreed to this declaration that in fact, they had made more sales in their business since they started advertising on social media while (27.3%) did not agree with the statement. The rest at 11.6 percent were not sure.

##### 4.6.2.1 The link between frequency of use and effectiveness

Comparing the 60.3% of respondents who use social media weekly to the 61.3% who agreed they have made more sales since they started using social media in their firm, it is safe to assume that the more often a business advertises on social media the more they get potential customers to notice their brand which results in a rise in sales. These findings are in contrast to that of Marketing Bit (2014) who found that there was no evidence showing the connection

between sales, profits, and social media. Although they did not find any correlation between the rate of using social media and its usefulness in terms of sales, this study found that there is a link. The results of this study are related to that of Castronovo (2012:124-128) who found that social media were used by businesses for the growth of sales prospects and for creating business awareness. In the same vein, Ayala (2013) found that small businesses that applied some form of technology have grown their business and reduced cost.

#### 4.7 perceived usefulness of social media in business

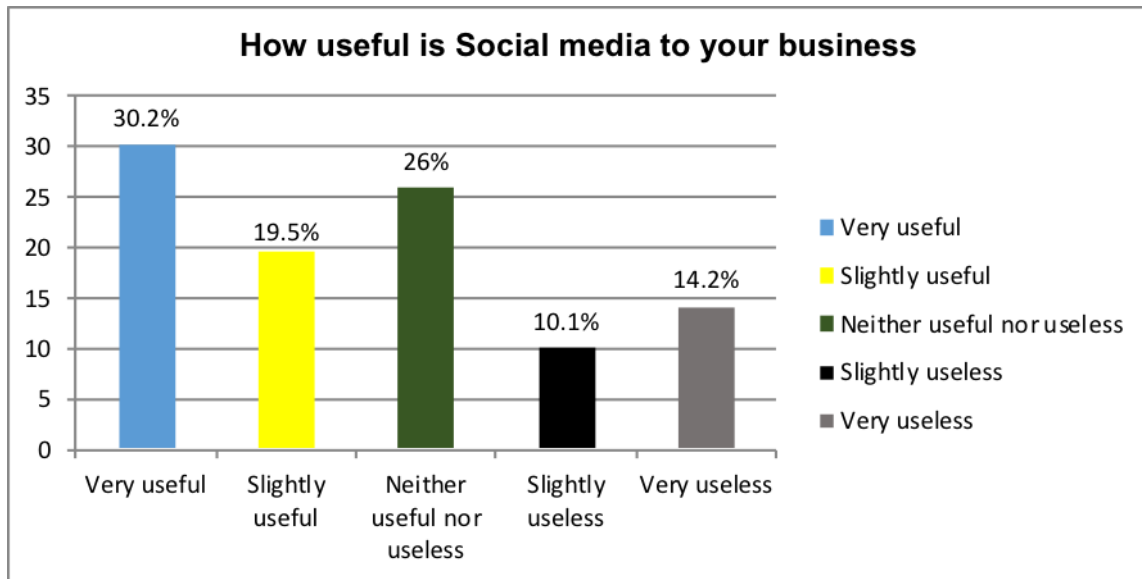


Figure 4. 4: Perceived usefulness of social media

Summarizing the image above, the enterprises were asked how useful social media were to their business; 30.2 percent of them agreed that social media were very useful, 19.5 percent said that it was slightly useful in their business, a huge amount (26 percent) of the respondents believed that it was neither useful nor useless. These might be regarded as those businesses that did not evaluate the effectiveness of social media in their enterprise. Because by using an application, an owner/manager should be able to tell if the application helped him positively or not. Only 10.1 percent responded that social media were slightly useless while the remaining 14.2 percent agreed that when used for business social media is very useless. The findings are like that of Nyambu (2013) in Kenya who found that social media were useful when used in business because it gave companies a means to interact daily with their customers and created revenues for businesses.

#### 4.8. Perceived ease of use of social media

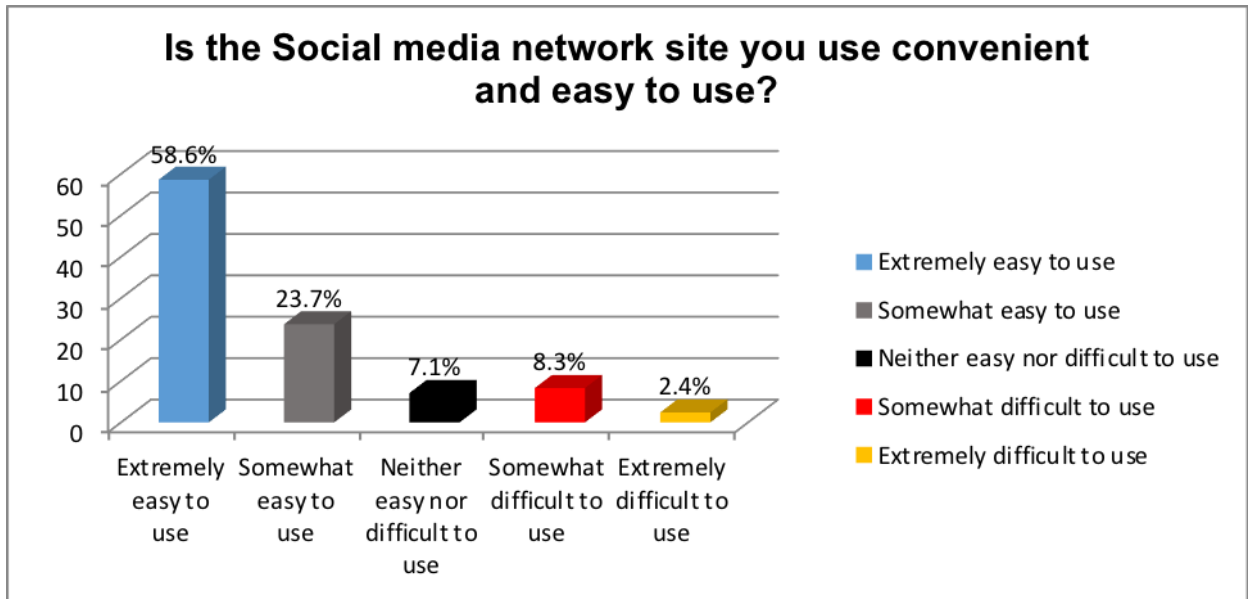


Figure 4. 5: Perceived ease of use of social media

Figure 4.5 above measured ease of use of social media for the owners/managers. For clarity sake “extremely easy to use” and “somewhat easy to use” were merged together to represent those respondents that said social media were easy to use while “somewhat difficult” and “extremely difficult” were combined together to depict those that said social media were difficult to use. With reference to the figure above, 82.3% agreed that (Facebook, Instagram and Twitter) are very easy to use, while 7.1 percent said they were neither easy nor difficult use. The remaining 10.7 said that social media are difficult to use. This is not surprising considering that over nine percent of the respondents of this study were above the age of sixty. This finding to an extent aligns with the Small Business Report (2009) in America which found that mature enterprise owners are less acquainted with social media platforms compared younger owners who evolved with them.

#### 4.9 Purpose of employing Social media by the respondents

Aim of using Social media	Percentage	Respondents N=195	Standard deviation
		mean	
To inform clients about promotions	16.4%	0.22	0.592
To inform clients about product/marketing	23.5%	0.27	0.446
For customer service	33.8%	0.39	0.490
To become visible in the global market	18.9%	0.22	0.415
For information gathering	12.8%	0.15	0.356
To attract new customers	50.2%	0.58	0.495

Table 4.9 Purpose of using social media

The outcomes in Table 4.9 above indicate that businesses used social media mostly to attract new customers (50.2 percent), the second most used purpose was for customer service (33.8 percent), while only 23.5 percent responded that they used social media to inform clients about products/marketing. To become visible in the global market gathered just 18.9 percent, while 16.4 percent of the enterprises agreed they used the platform to inform clients about promotions. The lowest use social media was to gather information at only 12.8 percent.

The findings are like those of Rogers (2012:10) in America who reported that libraries across the United States applied social media to attract new customers and to communicate with their consumers.

#### 4.10 FIT of social media when in business

Do you think social media is a good fit for achieving the previous question					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	135	69.2	79.9	79.9
	No	34	17.4	20.1	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

Table 4.10 Considering social media fit when used in business



Task-technology fit is “the degree to which technology assists an individual in performing his or her portfolio or tasks” (Goodhue &Thompson, 1995:216). They found out that “fit” had the first-hand consequence on the individual performance of the system. Most respondents of this study (50.2 percent) used social media to attract new customers, 33.8 percent used social media for customer service, while 23.5 percent applied the platform for marketing intentions; to be visible in the global market was the reason 18.9 percent utilized social media, while the remaining 12.8 percent used it for information gathering.

Summarizing Table 4.10, 79.9 percent of the owners agreed that by using social media in their firm they were able to achieve everything they intended to achieve, while 20.1 percent said they did not. This study agrees with Goodhue and Thompson (1995) that TTF accords high significance to the achievement of a user when using information systems to complete a job. These study findings also concur with this statement.

#### **4.11 Factors that could stop a small business from using social media**

This part consisted of five questions. The owners/managers were requested to identify factors that could stop an SME from applying social media to grow their business. The options were “lack of internet facilities such as smartphone or computer internet connection”, “do not know the capabilities the platform can offer”, “unaware of social media platforms”, “do not know any marketing strategies”, and “lack of interest in social media”. A scale of five points was applied to identify the factors, where one designates “strongly disagree”, two represents “disagree”, three “neither agree nor disagree”, four connotes “agree”, and five marks “strongly agree”. For directness and ease of understanding, the categories that indicated “agreed” or “strongly agreed” with any of the categories were combined and described as the proportion that strongly agreed. Hereafter, the participants who “disagreed” as well as those that “strongly disagreed” were merged together to portray those that “disagreed”. The participants that “neither agree nor disagreed” were treated as a separate category.

Table 4.11 factors that stop a small business from using social media

Number	Elements that could stop the adoption of the platform	Percentage	Respondents	Standard deviation
			N= 195	
			mean	
1	Lack of internet facilities such as smartphones or computer internet connection	30.7%	4.37	.587
2	Do not know what the capabilities the platform can provide	22.5%	4.23	.617
3	Unaware of social media platforms	5.6%	4.27	.499
4	Do not know any marketing strategies	15.8%	4.33	.475
5	Lack of interest in social media	29.2%	3.82	.982

Summarizing Table 4.11, the highest number of the respondents (30.7 percent) mentioned “lack of internet facilities such as smartphone or computer internet connection” as the factor that could inhibit a small business from using social media. This corresponds with the study of Internet World Stats (2015) which reported that Africa has the lowest internet access in the world. In second place was lack of interest in social media with 29.2 percent. 22.5percent reported that they “do not know the capabilities the platform can offer”. Only 15.8 percent reported that they do not know any marketing strategies”, and the smallest group at 5.6 percent was “unaware of social media platforms”.

These findings portray a similarity with past studies, for example a study by Kanchanatane et al. (2014) which confirmed that the viewpoints of SME owners and the perceived value of advertising on social media were perhaps some of the reasons why small businesses in Thailand did not adopt e-marketing. Similarly, in Canada, Werees (2012) found that technical knowledge and time constraints were the major causes inhibiting companies from adopting the platform. The comparison may perhaps be credited to the diverse individual views among the respondents in the above studies.

#### 4.12 Respondents position in the business

In connection with the position of the surveyed in their enterprise, the conclusion shows that 59.5 percent were owners of the business, while 40.5 were managers (see figure 4.6). This

established that the survey targeted suitable respondents, namely the owners and owners, who decided everything about the business including marketing.

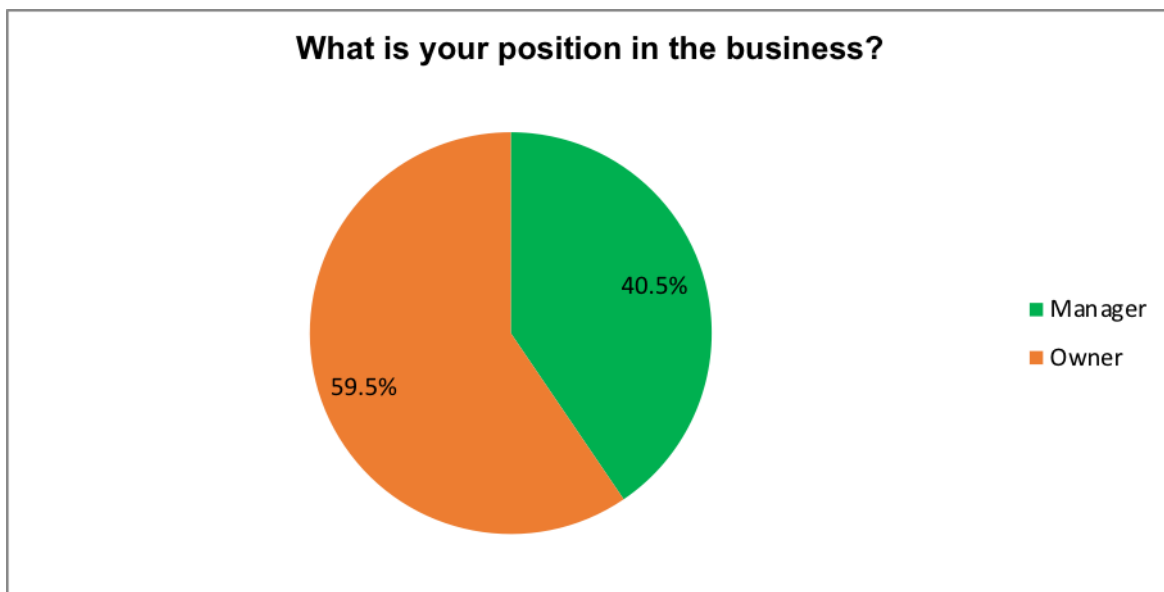


Figure 4. 6: Respondents' position in the business

#### 4.12.1 Owner/manager experience in terms of years

With respect to how long the owners/managers have run their enterprises, the outcomes show that 15.5% of the owner/managers had not been in the position for up to a year (see figure 4.7). Further, 29.2% possess up to five years of experience in that position and, that 22% had been in the business over the period of six to ten years. The largest group of the participants (33.3%) had been in the business for more than ten years. Consequently, 55.3% of the respondents had above six years of practice in their position, and for the scope of this study, they were considered as being qualified in the operations of the business.

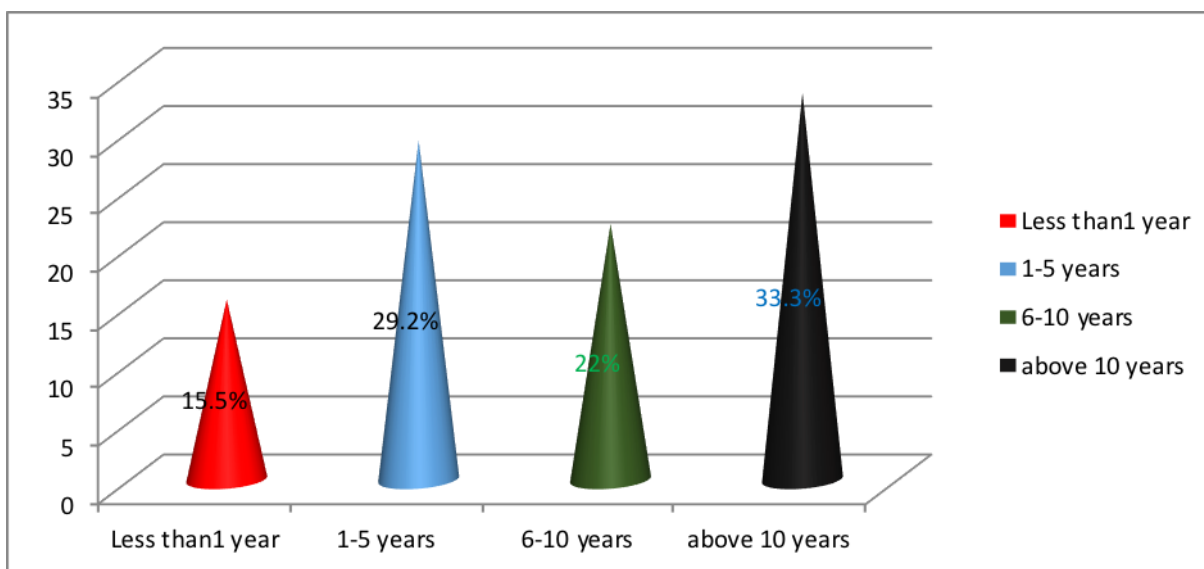


Figure 4. 7: Owners/managers' years of experience

#### 4.12.2 Scope of the respondents' qualification

This question sought to find out whether the respondents had an academic qualification that was related to marketing or business. The questionnaire confirmed that 29.2% of the respondents highest completed educational level was related to business or marketing (see figure 4.8), while the remaining 70.8 percent of the respondent's educational background was not marketing-related. Most of the respondents who had no education or those who had just primary education must have gained knowledge of business/marketing in practice and would have been acquainted with marketing and business developments.

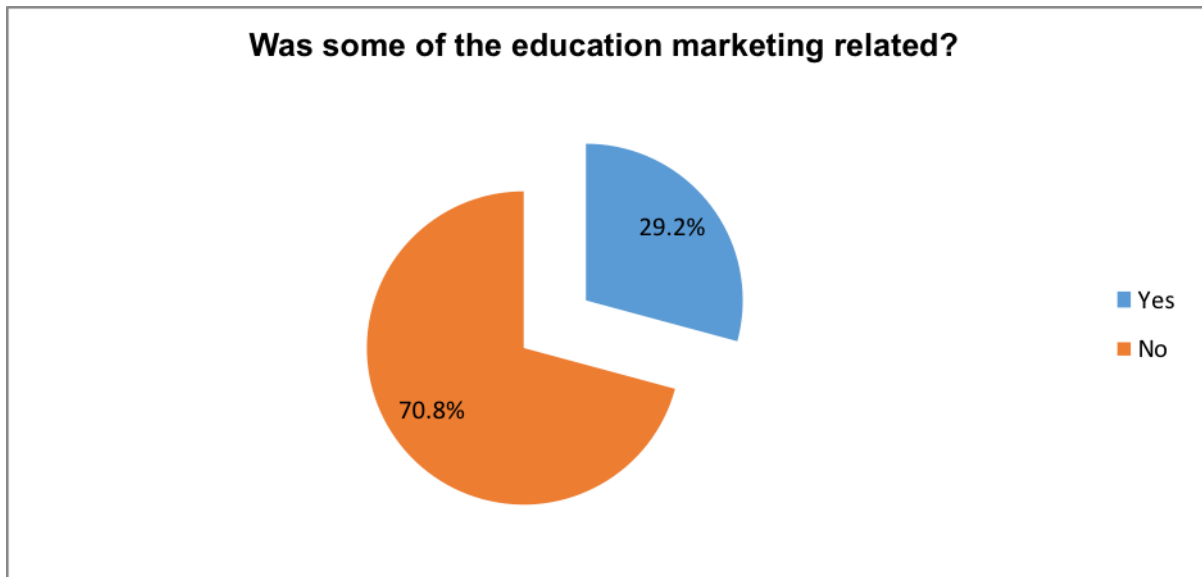


Figure 4. 8: Scope of respondents 'qualifications

#### 4.12.3 Number of workers employed by the respondents

Considering that the primary focus of this study was to survey small enterprises, it was imperative to mention that the researcher made certain that all the businesses surveyed had fifty or fewer employees. Of all the businesses that responded, 41 percent said they had 1-10 employees, while 25 percent stated they had 11-20 workers (see figure 4.9). In the same vein, 13.1 percent indicated they had 21-30 employees, while 11.3 stated they had 41-50 employees in their business. Only 9.5 percent had 31-40 employees. It is imperative to note that 100 percent of all the businesses surveyed are small businesses.

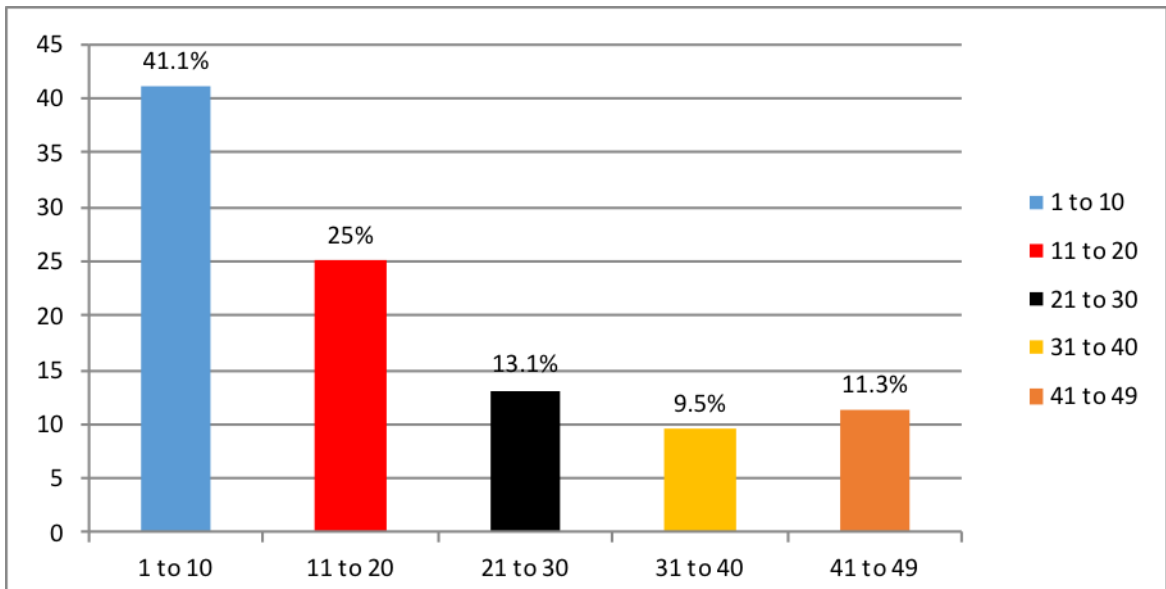


Figure 4. 9: Respondents number of workers

#### 4.12.4 Business representation of the respondents

In respect of the category of business owned by the respondents, 17.2 percent of the respondents owned a hotel business, while 26.6 percent ran a hardware store (wholesale/retail). The largest group of the respondents (32 percent) ran a retail clothing store (see figure 4.10), another 24.3 percent operated restaurants/food/catering business. The result confirms that different businesses were sampled for this study.

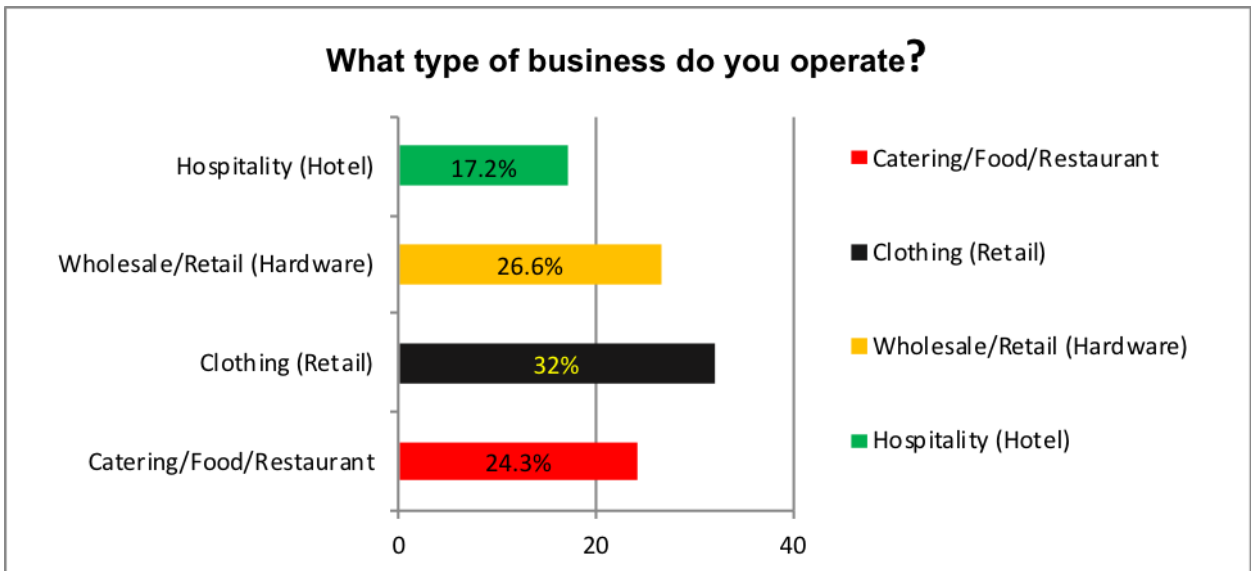


Figure 4. 10: Respondents' business representation

#### 4.13 Summary

The key purpose of chapter 4 was to give an account of the findings and to report the results of the questionnaire conducted to ascertain how effective social media were when used for

marketing, and to find out if there is a connection with respect to the frequency of use of social media and their effectiveness in terms of sales. To answer these questions, the enterprises were required to specify the social network platform they adopted in their business; the study also inquired into the purpose for which the platforms were utilized; and finally, the factors that could stop an owner/manager from adopting a social media application in their enterprise.

In terms of the respondents' insight into the effectiveness of using social media, the outcome showed that the largest group of the respondents (35 percent) used Instagram, followed by Facebook with (26.7 percent, and Twitter at 15.9 percent.

Concerning the usage of social network sites in business, 86.7% of the respondents agreed that they employed social media in their company while only 13.3% did not. Further, 35.4 percent stated that they used Instagram for advertising their businesses, while 26.7 percent cited Facebook as the social network site they used for their businesses, the remaining 15.9 percent used Twitter, while 4.1 percent used other methods of advertising like email, SMS, WhatsApp, or word-of-mouth.

In terms of the intention behind the use of the platforms in this study, the outcomes showed that majority of the small businesses (50.2 percent) used social media to attract new customers, 33.8 percent used them for customer service, while to inform clients about products/marketing was cited by 23.5 percent of the respondents. 18.9 percent said they used social media to become visible in the global market, while 16.4 percent cited using it to inform clients about promotion. Only 12.8 percent used the platform for information gathering.

Evaluation of the effectiveness of platform was shown in the respondents' described applications of basic social media tools, for instance, an increase in fans/followers/likes (46 percent), retweets (23.3 percent), comments at 39.5 percent, share of conversation (17.8 percent), referral (17.8 percent) and lastly number of customers attracted via social network sites (54.3 percent), which revealed the respondents' selections for effective application of social networking platforms collectively.

With regards to the respondents' view of how frequently the platform should be utilized for the development of business, it seemed that weekly use (20.7 percent) was regarded as the most effective to support business, followed by monthly (19.5 percent), more than twice a month at 16.6 percent, hourly during the day at 14.2 percent, daily use with 13 percent and finally more than three times a week at 12.4 percent. About the factors that could stop a small business from utilizing social networking platforms in their business, the findings recorded several reasons. The "lack of internet facilities such as a smartphone or computer internet connection", was believed to be the highest factor (30.7 percent), followed by "lack of interest in social media" (29.2 percent), "do not know what the capabilities the platform can provide" registered

22.5 percent of the respondents that agreed, 25.8 percent cited “do not know any marketing strategies”, while the remaining 5.6 percent chose “unaware of social media platforms”. The next chapter summarises and concludes the study.

## **CHAPTER FIVE**

### **SUMMARY AND CONCLUSION**

#### **5.1 Introduction**

This study intended to establish how innovative solutions rooted within social media can promote the development of small enterprises in Lagos, Nigeria. The shortage of academic research on the usage of social network platform to enhance the growth of business in Nigeria necessitated the inquiry. To attain this goal, a survey questionnaire was used.

The intention of this chapter was to make a summary of the outcomes and discuss the conclusions about the social network sites utilized for the progress of small enterprises, the effectiveness of using such applications by SMEs, how often social network sites were utilized for the enhancement of small firms, and the factors that could stop a small business from utilizing these platforms for business growth.

#### **5.2 Summary of chapter one: objectives and problems of the research**

The problem considered by the study is that many small enterprises in Nigeria fail within the first three years of operation owing to ineffective use or no use of social media in running their firms. The study was channeled to address the following research objectives:

To determine how innovative solutions rooted in social media can help small business.

To determine how effective social media is when used for the growth of business.

To determine if there is a link between the frequency of use of social media and its effectiveness in the development of small business.

To identify factors that could stop a small business from adopting social network in their business.

#### **5.3 Summary of Chapter Two: Literature Review**

This section summarized and referred to past studies on the usage of social network platforms by SMEs for advertising. It first described social networks, with emphasis on Facebook, Twitter, and Instagram, after which the definition of small business was given; in addition to that SMEs were classified. It concentrated on the value of small enterprises to the economy of Nigeria, the challenges encountered by SMEs globally and in Nigeria and identified the challenges of attaining the skills needed to run a small business. This chapter also reviewed the comparative study of the application of social networks to develop companies, factors that could stop a small business from using social media. Finally, this chapter also considered the theoretical framework underpinning the study.



The literature review disclosed that social media were usually used differently depending on the field of work; for marketing communication schemes between a business and its shareholders, for publicity among public relations practitioners, to interact with customers in a business, which is possible due to the reciprocal avenues that social media provide, for learning purposes in an academic environment. Social networks have brought about a new way for businesses to interact with their customers by providing a new dimension for marketing, with the platform being utilized for advertisement.

With respect to the effectiveness of the platform, the literature studied showed that the platform was effective when used for business, with the implementation of social application as a new marketing approach. This was achievable because of the two-dimensional communication method the platform offered, which necessitated an increase in interaction between an enterprise and its consumers. Furthermore, the literature also confirmed that social media were perceived as effective when advertising because of the level of awareness a business can generate via the platform, which in return increased sales and customer loyalty. With regard to the literature on how often small enterprises utilized social networks for the intent of growing their firm, a small number of studies reported that so far, most business share feeds with their clients on a weekly basis.

About the factors that could prevent a small business from utilizing social media, the reviewed literature clarified that several factors that could stop a stop business from using the platform include technical knowledge, perception of social media, and lack of time. Other factors could be businesses not knowing a suitable internet service provider (ISP) to use, high cost of buying data or unwillingness in the part of the owner to adopt social media.

Finally, it is also important to point out that the first research question, “How innovative solutions rooted in social media can help small businesses which face many infrastructural challenges to grow and flourish” was answered in the literature review.

#### **5.4 Summary of Chapter Three: Research Methodology**

Chapter three explained the methodology adopted for data collection to address the objectives of this study. This chapter began by discussing the research paradigm applied in the study and the justification for using a questionnaire for the collection of data. Afterward, the sampling size and population were discussed, followed by the questionnaire design, and the reason for carrying out a pilot study. A brief account followed of the process of data acquisition and the analysis technique that was utilized in the study. The steps that were adopted to assure the reliability and validity were also discussed, after which the challenges/limitation of using a questionnaire in the study were discussed. Later, the ethical concerns of the study were

explained. Subsequently, the chapter was summarized with a justification that the approaches applied in this study were appropriate to answer the study objectives.

The theoretical underpinning was also discussed and how the questionnaire questions would answer the questions on “technology characteristics, task characteristics, utilization, ease of use, perceived usefulness”.

## **5.5 Summary of Chapter Four: Analysis and Discussion Of Outcomes**

This chapter examined and discussed the outcome of the questionnaire to address the objectives of the study. It started by reiterating the goals of the current study, after which the level of response of the surveyed and their business profiles, and finally the results were discussed.

### **5.5.1 Respondents’ business profile, population, and the response rate**

The population for this study was made up of small businesses in the hospitality (hotel), wholesale/retail (hardware), and clothing (retail) sectors, and restaurants in Lagos state of Nigeria. A targeted sample of 370 small enterprises was selected to attain this goal, and 610 questionnaires were dispersed via email and hand delivery process to the respondents, using a purposive sampling method. Of the distributed questionnaires, 195 fully filled questionnaires were returned, with a reply rate of 52.7%, which is above the 50 percent minimum advocated by Yin (2005) who states that a response rate of 50 percent or more is acceptable in research.

In total, 59.5% of the participants were owners while 40.5 percent were managers; of that percentage, 33.3 percent had been in the position above ten years, 22 percent had run the firm for 6-10 years, 29.5 percent had run their business for approximately 1-5 years, while the remaining 15.5(percent) had been in business for less than a year. With respect to the respondents’ completed educational levels, 70.3 (percent) of the respondents had either a secondary education, or an undergraduate or master’s degree. Of those qualifications, 29.2 (percent) were business-related while the remaining 70.8 were not. With regard to this profile, the respondents were projected to have considerable experience of running a business, especially marketing.

Concerning the business sector of the respondents of this study, 24.3 percent are restaurant owners, 32 percent sold clothing in retail, while 26.6 percent were in the business of wholesale/retail hardware, while only 17.2 percent ran (hotel) businesses. With regard to the size of the sampled small businesses 41.1 percent had 1-10 employees, 25 percent employed 11-20 people, 13.1 percent had 21-30 workers, 9.5 percent of the surveyed businesses employed 31-40 employees, while the remaining 11.3 percent had 41-49 employees.

Therefore, all the respondents of this study were from small businesses, which was exactly what the study targeted.

## **5.5.2 Social media site utilized by the small businesses**

### **5.5.2.1 Social network platforms adopted in this study**

On the utilization of social network platform by the owners, most of the respondents (86.7 percent) employed social media for business development while the remaining 13.3 percent did not. Among the respondents that used social media, 26.7 percent used Facebook, Twitter was adopted by 15.9%, Instagram was the most used social network site with 35.4 percent using it, while the remaining 4.1 percent used other marketing methods such as e-mails, SMS, or other social network sites such as WhatsApp. This indicates that most owners/managers found Instagram and Facebook to be more useful in their business compared to Twitter. It can be said, however, that most small businesses surveyed in this study used some form of social network to support their business.

### **5.5.2.2 The purpose of social media usage by the respondents**

Regarding the purpose of using the application, most of the respondents used the platform to attract new customers (50.2 percent), followed by customer service with 33.8 percent of the participants agreeing. Informing clients about new product was in the third position with 23.5%, some of the owners (18.9 percent) adopted the platform to become visible in the global market, while 16.4 percent used the application to notify their consumers about promotions, and only 12.8 (percent) employed the platform for information gathering. In the beginning of this study, the researcher stated that most SMEs were failing. This could be because of a lack of marketing skills, or inadequate support from the government. As seen from the literature, the implementation of social networks can help small business to succeed. Mehmet and Clarke (2016) suggested that businesses should use hilarious and flashy posts to get the attention of social network users.

### **5.5.3 Insight of the efficiency of adopting social media for advertising**

About the efficiency of using the platform for the development of businesses, Instagram was regarded as the most useful with 63.3 percent, followed by Facebook at 55.5 percent, while Twitter is considered as the least effective at 45.6 percent. This confirmed that the respondents perceived the platforms to be effective when used for marketing. When the owners/managers were asked if they measured the effectiveness, 75.7 percent reported that they did, while 24.3 percent did not. Of those who measured the effectiveness, 30.7 percent measured it by the increase in fans/followers/likes, 15.3 percent measured by number of Retweets, the use of comments by 26.1 percent of the respondents, 11.7 percent of the respondents measured by means of share of conversation or by referral, while most businesses measured by the number of customers lured via social networks at 35.8 percent. Therefore, "the number of customers attracted via social network site" was found to be the most suitable method of assessing the effectiveness of advertising on social media. These findings suggest that the respondents perceived social networks to be somewhat useful tool for publicizing their business, which

validates the outcome of the second objective of this study. This study concurs with the study of Seth (2012) who found that 75% of the participants of his study confirmed that users used social media platforms for booking a reservation, which increased their net profit by 81%.

#### **5.5.4 The link between frequency of use of social media and its efficiency (sales)**

In terms of how often businesses use the application, the outcomes revealed that 3.6 percent of the respondents use the platform less often, 19.5 percent used it monthly, 16.6 percent utilized social media more than twice in a month, 20.7 percent used it weekly, 12.4 percent of the respondents used it more than three times in a week, 13 percent used it daily while 14.2 percent used the platform hourly during the day. To uncover the number of owners that used social media frequently, those who used it (hourly during the day, daily, weekly and more than three times a week) were merged together, which shows that 60.3 percent of the respondents of this study used social networks frequently in their company. This is similar to the findings of Jurisova (2013) who found that 62% the respondents used social media between six to twenty hours weekly to grow their business.

The respondents were asked if they have made more sales since they started advertising on social media, 61.3 percent agreed to the statement that indeed they had increased sales since they started marketing on social media, while 27.3 percent did not agree.

Linking the 60.3% of the respondents that use social network weekly to the 61.3% who agreed they have made more sales since they started using the application in their enterprise, it is safe to deduce that the more regularly a business advertises on a social network the more they get potential customers to notice their brands, thereby leading to an upswing in sales. These findings contrast with those of Marketing Bit (2014) who found that there was no connection between sales, profits and the application of social media. Although they did not discover a link between the rate of application of social network and its usefulness in terms of sales, this study found that there is a link. The discoveries of this study are related to Castronovo (2012:124-128) who found that social media were used by businesses for the growth of sales prospects and for creating business awareness. In the same vein, Ayala (2013) found that small businesses that applied some form of technology such as new media technology grew their business and reduced cost. This finding affirms the third research objective of this study.

#### **5.5.5 Factors that could stop a small business from adopting social media**

Of the factors that could stop a business from utilizing social media, it was deduced that 30.7 percent of the surveyed mentioned “lack of internet facilities such as smartphones or computer internet connection”; “do not know the capabilities the platform can offer” was cited by 22.5 percent; 5.6 percent of the respondents agreed with “unaware of social media platforms”; 15.8

percent went with “do not know any marketing strategies”; while 29.2 percent cited “lack of interest in social media”. Werees (2012) ascertained that technical knowledge and time constraints were factors that could prevent a small business from using social media in Canada. Other factors include not knowing the right internet service provider (ISP) to join, high cost of buying data. These factors were responsible for the inability of some small firms to use social media, thus providing an answer to research objective four.

## **5.6 Task-Technology Fit**

Task-technology fit is defined as “the degree to which technology assists an individual in performing his or her portfolio or tasks” (Goodhue & Thompson, 1995:216). For technology to assist an individual, there must be a fit between the technology and the job it is supposed to be doing. More than 50 percent of the respondents used social networks to entice new clients in their business. When asked if social media were a good fit to achieving the purpose of their usage of the platform, 79.9 percent said yes while only 20.1 percent did not agree with the statement. Thus, this study agrees with Goodhue and Thompson that fit has a direct effect on the accomplishment (success/failure) of a system.

## **5.7 Significance of this study and its contribution**

This thesis adds a range of inputs to the present literature on the adoption of social networks by enterprises. To my understanding, this is the first study that collectively looked at businesses in clothing (retail), hospitality (hotel), wholesale/retail (hardware), and restaurants in Lagos state, Nigeria. Therefore, it fills in the gap in knowledge on the use of e-marketing to support business development, which is essential for the existence of SMEs in Nigeria, which until now little has been written about.

Secondly, this research explored the extent to which SMEs use existing social network sites to support the advancement of their enterprises in the Nigeria context, using Facebook, Twitter, and Instagram. It provides the intentions for which small businesses adopt such platforms, the success of this method when used for advertising, the extent to which the platforms are used by business owners and the elements that could stop a business from using it. Considering that most research on social media was conducted outside of Nigeria, only a few in Nigeria have mentioned exploiting social network as an avenue for advertising. This study provides distinctive first-hand results concerning the application of social media to market small firms in clothing (retail), restaurant, wholesale/retail (hardware), and hospitality (hotel), in the Nigerian context.

Finally, unlike past studies that examined the usage of social media in Nigeria on a single paradigm, this study investigated employing three social network sites Instagram, Twitter, and Facebook. Thus, it provides a better understanding of collective marketing strategies.

## **5.7.2 Significance of the study**

### **5.7.2.1 The significance to the practitioners**

It is envisaged that the outcomes of this study will be used by all the agencies set up by the Nigerian government to assist with the growth of small enterprises in the nation. The findings offer an enhanced comprehension of the social network sites that are mostly used by small businesses and the purpose of using the platforms. The findings also demonstrated how enterprise owners perceived the value of marketing on social platforms. In the same vein, the study showed how often businesses utilized social media for the enhancement of their enterprise and identified the reason an enterprise would reject the platform.

The findings of this study could be used to make an informed decision by the government or agencies involved with assisting SMEs when developing new intervention policies. Such policies could improve the survival rate of small businesses in Nigeria, where prior intervention policies have been ineffective in reducing the rate at which SMEs fail in Nigeria.

The findings also offer a unique understanding of how effective social network is when used for advertising which should encourage business owners/managers who are yet to utilize social media into their marketing plan to do so now.

## **5.8 Limitation of the study**

This study offers a unique insight; however, just like every other study, it has its own limitations, as listed below

This study strictly looked at three social network sites, namely Facebook, Twitter, and Instagram as marketing tools. Hence, its findings cannot be generalized to the usage of other social network sites not explored in this study.

This study furthermore acknowledged that there was inadequate literature on how often businesses used social media, and factors that could stop a business from utilizing the platform.

The use of cross-sectional research notion was not applied in this study which might have influenced its findings.

Despite the above, the outcomes of this study significantly convey knowledge about the application of social media by small enterprises for the purpose of marketing. Hence, the limitations do not offset the great perception provided by this study.

### **5.9 Suggestions for future studies**

This study placed attention on businesses in clothing (retail), hospitality (hotel), wholesale/retail (hardware), restaurants. Future studies can concentrate on businesses in other fields and locations.

Future research on this topic should employ a larger sample size for better generalizability.

This study centralized on three social network platform; Instagram, Twitter, and Facebook. Future research could lay emphasis on other social network sites such as WhatsApp and LinkedIn.

This research assumed managers/owners were only the decision makers in a small enterprise. Future research could involve sales staff in a small business other than the owner or manager.

A mixed method could be used in future research to inspect the elements that stop small businesses from using social network in their business, also using open-ended questions for a better understanding.

Finally, other researchers could take up a similar study and look at other industries that this research did not cover, as well as looking at small businesses in another vicinity with the objective of unraveling the positive and consequences of employing social platforms.

With these findings, it is evident that most reviewed firms used social media to grow their enterprise. However, most of them did not use them properly and hence, did not turn their business around. However, research has shown that posting hilarious messages and colourful images will attract visitors to the social media page of a company.

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## APPENDICES

### APPENDIX A: CONSENT LETTER



DEPARTMENT OF ENTREPRENEURSHIP  
FACULTY OF BUSINESS AND MANAGEMENT SCIENCES

Informed consent to participate in an academic study

Research conducted by

Eze Ikenna Franklin

Student No: 217215203

Dear Sir/Madam

#### **Invitation to participate in an academic study**

My name is Eze Ikenna Franklin and I am a master's student of the Department of Entrepreneurship and Business Management at Cape Peninsula University of Technology, South Africa. I am requesting your consent to participate in my research titled "the utility of social network sites in facilitating business development" which looks to find out (1) how innovative solutions rooted in social media can help small businesses in Lagos, Nigeria to grow (2) if there is a link between frequency of use of social media and its effectiveness in the development of small businesses in Lagos, Nigeria.

Your participation in this study is voluntary. You are at liberty to ignore any question which you are uncomfortable answering. **The information about your company or any private information will be treated as confidential and your anonymity guaranteed.** This study is purely for academic purposes. The result of this research will be submitted in fulfillment of the requirements for the Master of Technology degree at Cape Peninsula University of Technology, South Africa

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

For further inquiries you may contact me on +27717180990 or my supervisor Professor Ephias Ruhode on +27214603284 or [RuhodeE@cput.ac.za](mailto:RuhodeE@cput.ac.za)

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

## APPENDIX B: QUESTIONNAIRE

### Section 1:

1.1. What is your gender?

Male [ ]	Female [ ]
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1.2 In which age group do you belong?

18 [ ]	20-29 [ ]	30-39 [ ]	40-49 [ ]	50-59 [ ]	60+ [ ]
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1.3 What is your marital status?

Single [ ]	Married [ ]
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1.4 What is your completed educational background?

Primary [ ] Secondary [ ] under graduate [ ] Masters [ ] Doctorate [ ]

Other [ ], if other please specify.

1.5 What type of networked devices do you currently use on a regular basis for business use?

Mobile phones [ ] iPad [ ] Laptop [ ] Desktop Computer [ ] Other devices [ ]

### Section 2: The social media marketing platform used for the growth of your business

2.1. Do you use social media network site(s)? Yes [ ] No [ ]

2.2 Use the following scale to answer question. 1= Never, 2 = Sometimes, 3 = Frequently, 4 = Very frequently

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

2.2.a. Facebook	1	[ ]	2	[ ]	3	[ ]	4	[ ]
2.2.b. Twitter	1	[ ]	2	[ ]	3	[ ]	4	[ ]
2.2.c. Instagram	1	[ ]	2	[ ]	3	[ ]	4	[ ]
2.2 d. Others	1	[ ]	2	[ ]	3	[ ]	4	[ ]

If you responded “never “to all – thank you. You do not need to continue.

**Section 3: Effectiveness of using social media for marketing. Please only respond if you did not respond “Never” to the previous question.**

Use the following scale to answer the questions below.

1 = Ineffective, 2 = Slightly Ineffective, 3 = Neutral, 4 = Slightly effective. 5= Very effective

3.a. How effective is Facebook platform for business marketing?	1	2	3	4	5
3.b. How effective is Twitter platform for business marketing?	1	2	3	4	5
3.c. How effective is Instagram platform for business marketing?	1	2	3	4	5

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

If yes how do you measure the effectiveness?

- a. Increase in Fans/ Followers/ Like [ ]
- b. Retweets [ ]
- c. Comments [ ]
- d. Share of conversation [ ]
- e. Referral [ ]
- f. Number of customers attracted via SNS [ ]

## Section 4: Task-Technology Fit

4a) How often do you use social media for business purposes?

a. Hourly during the day	[ ]
b. Daily	[ ]
c. More than three times a week	[ ]
d. Weekly	[ ]
e. More than twice a month	[ ]
f. Monthly	[ ]
g. Less often	[ ]

Use the following scale to answer questions below.

1= Strongly Disagree, 2= Disagree 3=Strongly Agree, 4= Agree, 5= Not sure

4b) I have gained more customers by advertising on Social media	1	2	3	4	5
4c) I have made more sales since I started using social media in my business?	1	2	3	4	5
4d) Social media has helped me have real-time control over my business development activities	1	2	3	4	5

4e) For what purpose do you use the above social media platform? (Tick all that apply)

a. To inform clients about promotions	[ ]
b. To inform clients about new product/marketing	[ ]
c. For customer service	[ ]
e. To become visible in the global market	[ ]
f. Information gathering	[ ]



g. To attract new customers		[ ]
Do you think that social media is a good fit for achieving question (4e) above.		
	Yes [ ]	No [ ]

4f) Use the following scale to answer the question below.

1= very useful, 2= slightly useful, 3= neither useful nor useless, 4= slightly useless. 5= very useless.

How useful is Social media to your business?	1	2	3	4	5
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cult to

4g) Use the following scale to answer the question below.

1= Extremely easy to use, 2= Somewhat easy to use, 3= neither easy nor difficult to use,

4= Somewhat difficult to use, 5= Extremely difficult to use.

Is the Social network site you use convenient and easy to use?	1	2	3	4	5
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4h) Use the following scale to answer the question below.

1= extremely comfortable, 2= very comfortable, 3= neither comfortable nor uncomfortable, 4= very uncomfortable, 5= extremely uncomfortable

Rate your level of comfort when using Social media	1	2	3	4	5
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**Section 5: Please respond to the following statement to indicate what stops a small business from using social media in their business.**

Use the following scale to answer question 6.

SD= Strongly Disagree D= Disagree, N= Neither agree nor disagree,

A=Agree, SA= Strongly Agree

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

**Section 6: Respondent and business profile (Please mark “x” in the appropriate box)**

6.1 What type of business do you operate?

a. Catering/ Food/ Restaurant	[ ]
b. Clothing( retail)	[ ]
c. Wholesale/retail (Hardware)	[ ]
d. Hospitality (Hotel)	[ ]

6.2 What is your position in the business?

a. Manager	[ ]
b. Owner	[ ]

6.3 How long have you been in the above position?

Less than 1 year [ ] 1-5 years [ ] 6-10 years [ ] above 10 years [ ]

6.4 Was some of the above education/marketing related?

Yes ( ) No ( )

6.5 How many employees do you currently have?

1-10 [ ] 11-20 [ ] 21-30 [ ] 31-40 [ ] 41-49 [ ]

## APPENDIX C: FREQUENCY DISTRIBUTION

<b>Do you use social media network site(s)?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	169	86.7	86.7	86.7
	No	26	13.3	13.3	100
	Total	195	100	100	

### **Which of the social network sites do you use for marketing? Facebook**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	114	58.5	58.5	58.5
	Sometimes	29	14.9	14.9	73.3
	Frequently	38	19.5	19.5	92.8
	Very frequently	14	7.2	7.2	100
	Total	195	100	100	

### **Which of the social network sites do you use for marketing? Twitter**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	138	70.8	70.8	70.8
	Sometimes	26	13.3	13.3	84.1
	Frequently	24	12.3	12.3	96.4
	Very frequently	7	3.6	3.6	100
	Total	195	100	100	

### **Which of the social network sites do you use for marketing? Instagram**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Never	97	49.7	49.7	49.7
	Sometimes	29	14.9	14.9	64.6
	Frequently	32	16.4	16.4	81
	Very frequently	37	19	19	100
	Total	195	100	100	

### **Which of the social network sites do you use for marketing? Others**

		Frequency	Percent	Valid Percent	Cumulative Percent
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Valid	Never	159	81.5	81.5	81.5
	Sometimes	28	14.4	14.4	95.9
	Frequently	5	2.6	2.6	98.5
	Very frequently	3	1.5	1.5	100
	Total	195	100	100	

Effectiveness of using Facebook for marketing					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	7	3.6	8.6	8.6
	Slightly Ineffective	13	6.7	16	24.7
	Neutral	16	8.2	19.8	44.4
	Slightly effective	21	10.8	25.9	70.4
	Very effective	24	12.3	29.6	100
	Total	81	41.5	100	
Missing	System	114	58.5		
Total		195	100		

Effectiveness of using Twitter for marketing					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	9	4.6	15.8	15.8
	Slightly Ineffective	8	4.1	14	29.8
	Neutral	14	7.2	24.6	54.4
	Slightly effective	19	9.7	33.3	87.7
	Very effective	7	3.6	12.3	100
	Total	57	29.2	100	
Missing	System	138	70.8		
Total		195	100		

Effectiveness of using Instagram for marketing					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Ineffective	10	5.1	10.2	10.2
	Slightly Ineffective	10	5.1	10.2	20.4
	Neutral	16	8.2	16.3	36.7
	Slightly effective	38	19.5	38.8	75.5
	Very effective	24	12.3	24.5	100
	Total	98	50.3	100	
Missing	System	97	49.7		

Total	195	100		
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<b>Do you measure the effectiveness of social media in your business?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	128	65.6	75.7	75.7
	No	41	21	24.3	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>How often do you use social media for business purposes?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Hourly during the day	24	12.3	14.2	14.2
	Daily	22	11.3	13	27.2
	More than three times a week	21	10.8	12.4	39.6
	Weekly	35	17.9	20.7	60.4
	More than twice a month	28	14.4	16.6	76.9
	Monthly	33	16.9	19.5	96.4
	Less often	6	3.1	3.6	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>Do you think social media is a good fit for achieving the previous question</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	135	69.2	79.9	79.9
	No	34	17.4	20.1	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>How useful is social media to your business?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Very useful	51	26.2	30.2	30.2
	Slightly useful	33	16.9	19.5	49.7
	Neither useful nor useless	44	22.6	26	75.7

	Slightly useless	17	8.7	10.1	85.8
	Very useless	24	12.3	14.2	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>Is the social network site you use convenient and easy to use?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely easy to use	99	50.8	58.6	58.6
	Somewhat easy to use	40	20.5	23.7	82.2
	Neither easy nor difficult to use	12	6.2	7.1	89.3
	Somewhat difficult to use	14	7.2	8.3	97.6
	Extremely difficult to use	4	2.1	2.4	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>Rate your level of comfort when using Social media</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Extremely comfortable	39	20	23.1	23.1
	Very comfortable	49	25.1	29	52.1
	Neither comfortable nor uncomfortable	58	29.7	34.3	86.4
	Very uncomfortable	22	11.3	13	99.4
	Extremely uncomfortable	1	0.5	0.6	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>What type of business do you operate?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Catering/Food/Restaurant	41	21	24.3	24.3
	Clothing (Retail)	54	27.7	32	56.2
	Wholesale/Retail (Hardware)	45	23.1	26.6	82.8

	Hospitality (Hotel)	29	14.9	17.2	100
	Total	169	86.7	100	
Missing	System	26	13.3		
Total		195	100		

<b>What is your position in the business?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Manager	68	34.9	40.5	40.5
	Owner	100	51.3	59.5	100
	Total	168	86.2	100	
Missing	System	27	13.8		
Total		195	100		

<b>How long have you been in the position</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Less than1 year	26	13.3	15.5	15.5
	1-5 years	49	25.1	29.2	44.6
	6-10 years	37	19	22	66.7
	above 10 years	56	28.7	33.3	100
	Total	168	86.2	100	
Missing	System	27	13.8		
Total		195	100		

<b>Was some of the above education marketing related?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	49	25.1	29.2	29.2
	No	119	61	70.8	100
	Total	168	86.2	100	
Missing	System	27	13.8		
Total		195	100		

<b>How many employees do you currently have?</b>					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	1 to 10	69	35.4	41.1	41.1
	11 to 20	42	21.5	25	66.1
	21 to 30	22	11.3	13.1	79.2
	31 to 40	16	8.2	9.5	88.7

	41 to 49	19	9.7	11.3	100
	Total	168	86.2	100	
Missing	System	27	13.8		
Total		195	100		



## APPENDIX D: ETHICS CERTIFICATE



P.O. Box 1906 • Bellville 7535 South Africa • Tel: +27 21 4603291 • Email: fbmsethics@cput.ac.za  
Symphony Road Bellville 7535

Office of the Chairperson Research Ethics Committee	Faculty: <b>BUSINESS AND MANAGEMENT SCIENCES</b>
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At a meeting of the Faculty's Research Ethics Committee on **21 August 2018**, Ethics **Approval** was granted to **Ikenna Eze (217215203)** for research activities of **MTech: Business Administration** at Cape Peninsula University of Technology.

Title of dissertation/thesis/project:	UTILITY OF SOCIAL NETWORK SITES IN FACILITATING BUSINESS DEVELOPMENT: LINKAGES BETWEEN ENTERPRISE DEVELOPMENT AND NEW MEDIA  Lead Researcher/Supervisor: Prof E Ruhode
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Comments:

Decision: **Approved**

 Signed: Chairperson: Research Ethics Committee	27 August 2018 Date
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