



**Analysing the Adoption of Awesome South Africa Mobile Travel Application as
a Marketing Strategy**

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(CHVTAK003)

Submitted in accordance with the requirements for the Master's degree in the subject
of Business Science in Marketing (BUS5000W)

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Declaration

I, Takunda Victor Chivizhe, hereby declare that;

“Analysing the adoption of Awesome South Africa Mobile Travel Application as A Marketing Strategy”,

is my work and that all sources are acknowledged. When referencing secondary sources, I have paid close attention to context and have referenced following the Harvard APA Style Guide.

Data for this thesis was collected through in-depth interviews from Small to Medium Enterprises owners and managers in the Western Cape tourism and hospitality industry. The data has not been used for any other academic work and has not been published in any journal or conference proceedings. I was responsible for the research design, implementation and results analysis.

Signed by candidate

.....
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Dedication

To my parents Dr. Joseph and Mrs Gamuchirai Chivizhe for their love, support and encouragement they gave me to pursue this thesis. My loving brothers, Tafadzwa, Tavonga and Tinaye who offered encouragement and inspiration throughout this thesis. Special mention to my brother, Tavonga for financing my studies and making this dream a reality. It is to my loving family that I dedicate this thesis.

Abstract

Mobile Marketing is a critical marketing strategy and a foundation of competitive advantage for small to medium enterprises in the tourism and hospitality industry in South Africa. While many studies focus on mobile marketing, this study focuses on the adoption of mobile marketing innovations by small to medium enterprises in the tourism and hospitality industry in the Western Cape Province of South Africa. Analysing the adoption of Awesome South Africa mobile application, as a marketing strategy among SMEs in the Western Cape tourism and hospitality industry was therefore imperative to understand the factors that influence mobile marketing adoption. The objective was to find out the factors that contribute to the adoption of mobile marketing as well as the factors that would impede the adoption of mobile marketing by the SMEs in this industry. The research employed the Technology Acceptance Model as a theoretical framework as well as a guide in ascertaining the factors that affect the adoption of mobile marketing innovations among SMEs. There is certainty that the Awesome South Africa mobile travel application could partly solve the information asymmetry problem as well as the marketing challenges of the SMEs in the Western Cape Tourism and hospitality industry. An exploratory design was deployed in this study, resulting in the application of a qualitative research approach for data collection, analysis and interpretation. Both content and thematic data analyses were used in this study because data was collected from multiple sources that included reports and face-to-face interviews. The research findings showed that the TAM provides a reasonable explanation of the factors that influence technology acceptance amongst SMEs. Perceived usefulness, perceived cost, perceived competitive pressure and perceived employee capability emerged as the significant factors that simultaneously influenced mobile marketing adoption among SMEs. Factors impeding the adoption of mobile marketing application by the SMEs included perceived high cost of adoption, lack of managerial support, employee incompetence, limited financial resources and perceived complexity of the mobile marketing innovations. The recommendation was that the Awesome South Africa mobile application innovators should capitalise on the TAM constructs in order to realise the adoption of their mobile application among SMEs in the Western Cape tourism and hospitality industry.

KEYWORDS: Awesome South Africa, Mobile marketing, viral marketing, Technology Acceptance Model, Mobile Marketing Innovations

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List of acronyms

ASA	Awesome South Africa mobile travel application.
ICT	Information Communication Technology
MM	Mobile Marketing.
MMA	Mobile Marketing Association.
MMS	Multi- Media Service
PU	Perceived Usefulness
PEOU	Perceived Ease of Use
QR Codes	Quick Respond Codes
SMEs	Small to Medium Enterprises
SMS	Short Message Service
SSPS	Statistical Package for Social Science Research
TAM	Technology Acceptance Model
WTO	World Tourism Organisation
WTTC	World Tourism & Travel Council

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF THE STUDY

1.0 Introduction

The growing adoption of mobile devices (smartphones and tablets) by consumers, demands the need to continue studying how these new mobile digital platforms would be generating a context for the modification of the interaction and communication between the brands and their consumers (Robayo, Montoya & Berrior, 2017). The increased consumption of mobile digital media has allowed the expansion in the number and complexity of tactics through which brands can create and maintain more lasting relationships with consumer (Kim, 2017). Marketing's cutting edge is being re-defined through its engagement with mobile technological advancements (French, Rayner, Rees & Rumbles 2011). The use of technology and mobile phone applications has significantly transformed the way in which marketers engage with consumers (Solis, 2016). Industrial developments such as the introduction of mobile applications have contributed to the rise of mobile marketing resulting in the emergence of essential marketing channels (French et al.; 2011). The origin of mobile applications dates back to July 2008 when Apple launched the App Store for the iPhone Operating System (+iOS) users with 500 applications (Thomas, 2008). Later in September of 2008, Google released the Android market (Dan, 2008). By the year 2012, downloaded figures of mobile applications had surpassed 15 Billion for the Android market and the App Store had more than 25 Billion (Ryan, 2008). This shows that many consumers were fully employing mobile applications as part of their daily lives. The Mobile Marketing Association (2013) states that in less than 5 years after Apple's launch of the App Store and Android market, mobile applications are the primary communication channels that allow people to shop and organise their lives.

The usage of mobile travel applications amongst consumers has also made a difference in the way in which marketers engage with consumers and target markets (Singh & Krishnamurthy, 2014). The inception of mobile applications allows marketers to break geographical barriers and time constraints resulting in a more dynamic and innovative means of engaging with consumers as well as reaching to target markets (Leppaniemi, 2008). The influence of mobile applications has become

a topical issue in the travel industry especially in different marketing establishments within the given industry (Solis, 2011). Most of the establishments associated with the travel industry like hotels, travel agencies and restaurants understand the trends and changes in the mobile world, and hence they are moving their operations towards providing better services to their customers (Wharton, 2012).

Mobile travel applications started emerging in the market in the year 2009 when Apple introduced travel applications like the TripIt and Kayak (Mobile Marketing Association, 2014). Before then, mobile marketing had been characterised by the evolution of travel websites (Google, 2014). However, post the year 2009, travel experience was transformed by the introduction of mobile travel applications (Schaal, 2013). Among the top 1 000 mobile applications and mobile websites, mobile applications have an audience twice bigger than mobile websites, and the audience is growing twice as fast (Schaal, 2013). The relationship between mobile applications and travel is becoming stronger than ever (Schaal, 2013). More business is turning to mobile marketing encouraging marketers to promote and market services as well as reaching out to consumers in a more personalised way (Solis, 2011).

With a vast and diversified mobile applications market, travel-related applications rank as the seventh most downloaded applications (Mickael 2011). Sixty per cent of the total 1.75 billion smartphones users worldwide have downloaded travel-related applications (MMA, 2015). This evolution suggests that mobile applications are the best marketing ally for engaging with consumers as well as acquiring new business. Americans, Germans and the British appear to be the most assiduous users of travel-related applications (Trivalgo Survey; 2015). Americans make up 22% of the population that uses travel-related applications, Germans 16%, French 13%, British 13%, Italians 10% and Africans 26% (Trivalgo Survey, 2015). Although mobile marketing is still emerging in the African travel industry, travellers are beginning to demand and expect it (MMA, 2015).

The South African Tourism Board, endorsed Awesome South Africa, a mobile travel application for the tourism and hospitality industry, as the first fully comprehensive and location-based travel application (Awesome South Africa Media; 2015). The creators of the Awesome South Africa travel application designed it to connect the

hospitality vendors to the residents and tourists (ASA media; 2015). This present thesis seeks to analyse the adoption of Awesome South Africa travel application as a marketing strategy for the Small to Medium Enterprises (SMEs), in the Western Cape Travel and Tourism industry.

1.1 Contextual Setting

This section presents the background of the study as well as the South African Travel and Tourism industry.

1.1.1 Background of the study

The South African tourism industry is a very dynamic and competitive industry, accounting for a substantial amount of the country's revenue (South Africa Tourism Annual Report, 2015). It is referred to as the 'proverbial pot of gold' (South Africa Business Integrator, 2016). The South African tourism industry has the highest ranking for contributing towards economic growth, job creation and attracting foreign currency (Saunders, 2017). The tourism industry has directly contributed over R102 billion to the South African GDP and accounts for over ten per cent of the job creation in South Africa (Saunders, 2017). The South African tourism industry offers a diverse product range such as leisure, business events and meetings, food and wine, adventure tourism, world-class beaches and vibrant cultural diversity (World Tourism & Travel Council, 2013). The leisure tourism opportunities put South Africa on the world map because of its world-class infrastructure like hotels, natural tourist attractions like the Table Mountain and beaches as well as a viable supporting economy (South African Tourism Annual Report, 2015). The South African leisure tourism has already achieved over an R119.2 Billion revenue contribution to the economy, 15.4 million foreign visitor arrivals and 80% brand awareness of South Africa as a tourist destination (Meet South Africa, 2016). Popular tourist attractions in South Africa include the Kruger National Park, the Victoria & Alfred (V&A) Waterfront, and the Table Mountain. Significant tourist arrivals in South Africa are from neighbouring countries like Zimbabwe, Lesotho, Botswana and these accounts for 73% of the tourist arrivals (South Africa Tourism Annual Report, 2016).

Chuttur (2009) states with the rapid technological developments, mobile applications offer SMES in the travel and tourism industry unlimited opportunities to improve

their marketing functions. The Mobile Marketing Association (MMA, 2016), defines mobile marketing as a set of practices that supports businesses to communicate and engage with their customers interactively and relevantly through any mobile device or network. Mobile marketing can include: messaging short message services (SMS) and multimedia message services (MMS), Wireless Application Protocol (WAP), the mobile internet and mobile applications (Castronovo & Huang, 2012:121; Lamarre, Galarneau & Boeck, 2012:1). Leppäniemi & Karjaluoto (2008:51) state that there are exciting developments in mobile applications which can be useful and relevant to the contemporary marketer and customers.

With reference to the enthusing opportunities presented by mobile marketing, firms can reach their customers anytime, anywhere without border restrictions (Maduku, 2016). Lamarre *et al.* (2012:1), point that mobile marketing offers constant access to consumers ‘anytime’ and ‘anywhere’, thus, it has become an effective communication channel that offers personal marketing. Leppäniemi & Karjaluoto (2008:51) posit that with a drive towards mobile applications, firms prefer mobile marketing as an effective communication tool. Literature states globally, firms are spending more than US\$17.96 billion on mobile applications (eMarketer, 2016). There is a high potential that the US\$17.96 billion will be quadrupled by the end of 2018. Earl & Feeney (2012) opine that the use of mobile marketing applications is one way for company survival and no longer a choice.

Castronovo & Huang (2012:121) argue that even though SMEs lack financial and IT resources, the use of mobile marketing practices can be done on smartphones, laptops or Personal Computers. Various research studies observed that there is a natural scepticism among SME owners with reference to the use of ICTS and mobile applications (Levy & Powell, 2004:2). Nonetheless, there is need for SMES to be competitive and embrace new technologies to improve visibility and reputation (Harvie, 2010:28; Lip-Sam & Hoc-Eam, 2011:19; Thurasamy, Mohamad, Omar & Marimuthu, 2009:943). Consequently improving the role and involvement of tourism and travel SMEs in the Western Cape province, through the adoption and implementation of mobile marketing, is primarily perceived as an essential strategy in resolving the current marketing glitches confronted by SMEs (El-Gohary, 2009:6; Harvie, 2010:44). Therefore this study analyses the adoption of Awesome South

Africa mobile travel application as a marketing strategy for SMEs in the Western Cape travel and tourism industry.

1.2 Research Problem

Tourists are unable to assess somewhat the quality features of the package they are considering before experiencing the trip following information given to them by providers and intermediaries (Smeral 2013). This is particularly true when the tourism service provider is a small organisation that is still gaining traction in the market (Baggio, 2011). Producers do not represent products on the market, first of all as a physical unit but as information about the given products or services (David & Baruch, 2008). For instance, product features specifications, price, and quality (Baggio & Baggio 2011). The content of this information flows and connects the producer and the consumer. However, if there is an imbalance of information provided for the market actors, then one party will suffer information asymmetry (Zehrer et al. 2011).

Solving the problem of information asymmetry is essential not only to the participants of a given market but also for the community as a whole (Baggio & Baggio; 2011). In an endeavour to resolve the issue of information asymmetry in the South African tourism industry, Awesome South Africa mobile travel application was designed. The primary objective is to promote and market services in entertainment, food, accommodation and travel sectors in South Africa (Asa media, 2015). The ASA Media (2015) states that the South African Tourism Board endorsed Awesome South Africa mobile application as an important mobile marketing application for the tourism and hospitality industry. However there are concerns regarding the Awesome South Africa mobile travel application, whether it will be able to relieve the information asymmetry in the Western Cape tourism and hospitality industry and how well the local travel and tourism SMEs will adopt this application.

Holidaymakers know travel destinations, products, and services, while hotel and service providers also have full knowledge of their potential clientele. The problem lies with the tourists who face difficulties to make decisions about holiday destinations due to lack of adequate information on the given tourism services and products (Baggio, 2011). The tourism industry, like any other service industry, has

long been characterised by the problem of information asymmetry (Smeral 1993). Tourism is an industry where information, more than noticeable objects, plays a vital role (David & Baruch, 2008). It represents a significant factor for stability and efficiency (Baggio & Baggio 2011). Sigala (2011) suggests that information is the lifeblood of any given service industry and it bolsters the economic success of the given stakeholders. Information asymmetry tends to create obstacles for market development as it leads to an uneven distribution of information concerning a given product or service between a buyer and a seller (Baggio 2011). For any economic entity in the service industry to succeed, information should be considered as a specific resource (Zehrer et al. 2011).

1.3 Theoretical Framework

Chuttur (2009) states that there are different theoretical works that describe determinants for accepting and implementing new technologies in a firm. This study employed the Technology Acceptance Model (TAM), commonly used to measure technology acceptance (Davis, 1984). Key constructs on the TAM are behavioural intention (BI), attitude towards use (A) and other two internal beliefs, perceived usefulness (PU) and perceived ease of use (PEOU). According to the TAM, the behavioural intention (BI) defines the actual use of a given technological system and therefore determines technology acceptance (Chuttur, 2009). Attitude towards use (A) and perceived usefulness (PU) jointly influence behavioural intention (BI). The behavioural intention (BI) is also indirectly affected by perceived ease of use (PEOU). The attitude towards use (A) is directly affected by both the perceived usefulness (U) and the perceived ease of use (E). The TAM states that the user's external variables influence the user's attitude and behavioural intentions (Chuttur, 2009). A detailed discussion of TAM will be provided in the second chapter of the study.

1.4 Purpose of the Study

This study aims to examine the adoption of Awesome South Africa mobile marketing application by SMEs in the Western Cape tourism and hospitality industry by outlining the essential characteristics of the Technology Acceptance Model. The study also identifies factors that impede the adoption of mobile marketing by SMEs in the Western Cape travel and tourism industry.

1.5 Research Question and Objectives

This section presents the research question and objectives of the study.

1.5.1 Research Question

The research question for this study is: To what extent is the ASA mobile travel application being adopted as a marketing strategy by SMEs in the Western Cape Province travel and tourism industry?

1.5.2 Primary Research Objective

To analyse the adoption of Awesome South Africa mobile travel application as a marketing strategy.

1.5.3 Secondary Research Objectives

In order to adequately answer the research question the following proposed objectives are addressed.

- To assess the role of mobile marketing in bridging the information asymmetry gap in the South African tourism industry.
- To pinpoint factors that influence the adoption of mobile marketing by SMEs as a marketing strategy.
- To evaluate the adoption of ASA mobile travel application by SMEs since its inception in the year 2013.
- To make recommendations for improving the uptake of the ASA mobile travel application as a marketing strategy in the Western Cape travel and tourism industry.

1.6 Research Hypothesis

The following hypotheses were formulated for this research study:

- Perceived relative advantage of mobile marketing has a significant relationship with behavioural intention towards mobile marketing adoption.
- There is no positive relationship between the degree of trust and mobile marketing acceptance.
- There is a significant negative relationship between cost and mobile marketing adoption by SMEs

- Management support has a significant impact on behavioural intention to adopt mobile marketing
- Complexity has a significant negative effect on mobile marketing adoption.
- Availability of funds and resources both have a significant positive impact towards mobile marketing adoption by SMEs.
- Employee capability has a significant positive relationship with behavioural intention to adopt mobile marketing
- There is a significant positive relationship between both customer and competitive pressure on SMEs' behavioural intention towards mobile marketing adoption.
- Behavioural intention towards mobile marketing adoption has a significant positive relationship with the adoption of mobile marketing.

1.7 Significance of the Study

This research study was influenced by the realisation that SMEs in the tourism and travel industry are characterised by low level of innovation adoption, which provides excellent opportunities of improving their market share in a marketplace dominated by big enterprises such as multi-national companies (MNCs). The SMEs in the travel and tourism industry were carefully chosen for the study because these firms make up the majority of organisations that contribute to the economies of most countries, especially in developing economies (Venkatesh & Sridhar, 2014). It was therefore imperative to study the SMEs in the travel industry and understand how they benefitted from Awesome South Africa mobile travel application since its inception. This study is unique from other studies because it focuses on how SMEs in the Western Cape travel and tourism industry are adopting mobile travel applications as a marketing strategy.

1.8 Research Methodology

This section outlines the overall research plan used in this study.

1.8.1 Research Philosophy

Bajpai (2011) defines a research philosophy as the beliefs about the way data should be gathered, analysed and used. Saunders et al. (2012) suggested that there are four philosophies, namely: pragmatism, positivism, realism, and interpretivism. This study

used the interpretive research philosophy because there was a need to articulate the subjective and socially constructed meanings expressed about the phenomena being studied. The nature of the study, from the researcher's worldview, was exploratory; therefore, an interpretivist paradigm was chosen.

1.8.2 Research Design

The research design is a framework that states the methods and processes for collecting and analysing data needed (Burns & Bush, 2010). Different categories of research designs include: descriptive, evaluative, exploratory and explanatory (Saunders et al. 2012). The exploratory research design was used in this study with a view of exploring what was not already known.

1.8.3 Research Approach

Research approach is a strategy of enquiry which migrates from the underlying assumptions to research design and data collection (Myers, 2009). Distinct research approaches are qualitative, quantitative and mixed methods research. A qualitative research approach was used because the interpretivist paradigm and exploratory research designs informed the use of a qualitative research approach. The qualitative approach was purposefully chosen in order to help the researcher get the respondents first-hand information and perspectives with regards to the events happening in the tourism and hospitality industry. The qualitative method presented data as a vivid narration with words and efforts to understand the phenomena in its natural setting (Saunders et al. 2012).

1.8.4 Research Strategy

Saunders et al. (2012) define a research strategy as the plan that glues together different parts of the research, allowing the researcher to answer the research question. Common research strategies fall within the continuum of case studies, ethnography, action research, grounded theory and narrative research (Bajpai, 2011). Multiple case studies of SMEs in the Western Cape Province were used in this study. Yin (2010) states that case studies are ideal when the researcher is gathering information.

1.8.5 Target Population

Lavraks, (2008) defines a target population as a set of units from which the survey data are to be used to make inferences. A target population must be defined explicitly as its definition determines whether the sampled cases are eligible or ineligible for the survey (Lavraks, 2008). The target population for this research was the small to medium enterprise owners providing accommodation in the Western Cape Town travel and tourism industry. These included boutique hotels, Bed and Breakfast, guesthouses, self-catering, lodges as well as backpackers. The eligibility of the respondents was defined at the time of the survey as well as their accessibility during the time of the survey.

1.8.6 Sampling Strategy

A sample is considered as a part of the population under investigation, which shares the same characteristics as such (Blumberg et al.; 2011). A sample helps the researcher to test a few parts of the population in order to get to know about the whole population and therefore to draw conclusions about the general population (Blumberg et al.; 2011). Sampling lowers the cost of research as it is less costly to ask only a few individuals compared to asking everyone within a given population (Sapsford & Jupp, 2011). It is also easier and time-saving to collect data from a few people (Blumberg et al.; 2011). Krishnaswany et al. (2006) state that, sampling techniques are classified into two, probability and non-probability sampling. This research employed non-probability purposive sampling technique. This research had 15 participants drawn from the SMEs in the Western Cape travel and tourism industry. This sample size allowed the researcher to manage the given time and resources efficiently.

1.8.7 Data Collection

Primary data was collected through in-depth personal interviews with the SME owners and managers in the Western Cape tourism and hospitality industry. The interviews followed an outline of questions aligned to the research objectives. The interviews for this study were carried out with the SME owners and managers responsible for the day to day running of these organisations. The interviews were exploratory and incorporated multiple open-ended questions. Secondary data refers to existing data consulted in the pursuit of completing the research study (Horn,

2009:135). It adds value to the research during the preliminary preparation as well as to the literature review components of the research study. Secondary data regarding mobile marketing, marketing strategy, and mobile applications was sourced from journal articles, government publications, online publications, textbooks, course notes, newspaper articles, abstracts and existing theses and dissertations were also reviewed.

1.8.8 Data Analysis

Data analysis is defined as the process of adding meaning to raw facts (Chigada, 2014). The process of analysing data entails cleaning, coding and mathematical computations on raw facts to produce meaning (Bigdon & Biklon, 2003). For data collected from industry records, content analysis was performed to ascertain which patterns of words recur. Also, Data analysis aims to discover patterns, concepts, themes and meanings (Yin, 2003). A more structured process guides content analysis using a directed approach than in a conventional approach (Hickey & Kipping, 2006). Using existing theory or prior research, researchers begin by identifying key concepts or variables as initial coding categories (Potter & Levine-Donnerstein, 2009). In this study, the constructs of the TAM, perceived usefulness (PU) and perceived ease of use (PEOU) were considered the initial coding categories. Davis (1986)'s Technology acceptance model constructs served as an initial framework for mobile marketing adoption by SMEs. The interviews' open-ended questions were also used.

To assist in the data analysis process, the NVivo 11 software was engaged. Nvivo 11 was intentionally chosen because of its ability to manipulate large amounts of data (Blismas & Dainty 2003:457). Nvivo 11 makes most of the repetitive and mechanical aspects of qualitative research more comfortable and efficient (Bazeley & Jackson, 2013).

1.9 Ethical Considerations

It is the responsibility of the researcher to take cognisance of all ethical issues when conducting research to mitigate challenges. In this study, all personal information was used for the purpose of the study and kept private and confidential. In addition, the research participants were politely asked to grant their consent to partake in the study. Emails and telephone calls were made seeking informed consent, which was duly granted before commencing the study. All transcripts and consent forms related to

this research have been stored in a safe. Also, the researcher took all precautions to mitigate inaccurate reporting findings.

1.10 Scope and Limitations

This section defines the scope and limitations of this research study. A research study should demarcate its boundaries and make sure that they are clearly defined to prevent scope creep (Creswell, 2012).

1.10.1 Scope

The study focuses on the adoption of mobile marketing by SMEs in the Western Cape Travel and tourism industry in South Africa. As such it makes use of mobile marketing statistics and literature to quantify this market. This is a comprehensive study of SMEs in the travel and tourism sector particularly the accommodation sector to give context to mobile marketing adoption opportunities.

1.10.2 Limitations

This study had the following limitations. The available time for the project to be conducted was inadequate; therefore, it was not possible for data collection to continue. This study concentrated on the SMEs in the Western Cape travel and tourism industry. Including other types of companies from other industries could have jeopardised the focus of this study.

1.11 Definition of Terms

- **Information Asymmetry:** is a term that focuses on the study of decisions in transactions where one individual has more or better information than the other party. (David & Baruch, 2008)
- **Marketing strategy:** a means of identifying an organisation's best customer, understand their needs and implement the most effective marketing methods (Kotler, 2015)
- **Mobile Marketing:** the use of wireless media as integrated content delivery and direct response vehicle within a cross-media marketing communication's program (Mobile Marketing Association, 2016:22)
- **Mobile Travel Application:** a software or content that consumers download onto their mobile smartphones and functions as a travel guide that helps the

users to locate tourist attractions, accommodation, transport, entertainment, food and wine establishments within a given city (MMA,2016)

- **Technology Acceptance:** acceptance of an innovation (Buhlis,2016)

1.12 Organisation of the thesis

This research study is organised around five chapters.

Chapter 1: Introduction and background of the study

Chapter one contains an introduction to the research topic of the study, the theoretical framework and context of the research. The chapter also discusses the research problem, purpose of the study, significance, objectives, research question, scope, limitations as well as the layout of the thesis.

Chapter 2: Literature review

The aim of chapter two is to identify literature gaps through the literature review of relevant academic sources on mobile marketing as well as the underpinning theory of the study, the Technology Acceptance Model. The core areas covered in this chapter are the types of mobile marketing, technological innovations and the adoption of mobile marketing among SMEs in the tourism and hospitality industry.

Chapter 3: Methodology

This chapter pays attention to the methodology of the study employing the research onion as its guiding structure. Other areas discussed in this chapter are the target population, the research instrument, pilot study, validity and trustworthiness of the research instrument and the sample frame. This chapter also discusses ethical considerations, limitations of the study as well as the process of eliminating bias during the research process.

Chapter 4: Research Findings

Chapter four presents and interprets the results of the research. These results are presented in figures and tables. The chapter describes how each step of the research process yielded results according to the research objectives of the study. It is from these results that conclusions and recommendations of this study are drawn.

Chapter 5: Summaries, Conclusions and Recommendations

Chapter five is the last chapter of the thesis that summarises this research study and translates the research findings of the study into conclusions and recommendations. The last part of the chapter highlights areas of further studies necessary for a better understanding of mobile marketing adoption among SMEs.

1.13 Chapter Summary

This chapter provided an introduction and discussion on the background of mobile marketing, highlighting the problem statement as information asymmetry, which tends to create obstacles for market development as it leads to uneven distribution of information between a producer and a consumer. The research question, the research objectives as well as the purpose of the study are outlined. The chapter also introduced the Technology Acceptance Model as the underpinning theory of the study. In the next chapter, the researcher reviews different scholarship on the TAM, travel and hospitality industry, mobile applications to synthesise ideas and arguments projected in this study.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

In this chapter, a survey of literature on mobile marketing will be presented. The critical issues emphasised in this chapter include the Technology Acceptance Model, which underpins this research study, adoption of mobile marketing as well as the discussion on various mobile marketing concepts, relevant to the study. These will be presented, defined, discussed and analysed. Finally, the mobile marketing channels, the mobile marketing framework, consumer privacy threats and other factors affecting the mobile marketing environment will be outlined. The researcher will provide empirical studies on technology adoption and acceptance from other countries in the same and related industries.

2.1 Theoretical Framework

Ngulube, Gumbo, & Mathipa, (2014) postulate that research in management and social sciences lacks a practice of adequately making more transparent the notion of theoretical and conceptual frameworks. Many authors agree that understanding the development and use of theoretical and conceptual frameworks in a research study may be limited. The theoretical framework is defined as the organisation that can support or hold a theory of a research study (Swanson, 2013). In research, theories are used to predict, explain and realise a phenomenon.

In many cases, theories are used to extend and challenge the existing or current knowledge with regards to the limits of critical bounding assumptions (Abend, 2008). Conceptual and theoretical frameworks are misunderstood or either ignored because they are usually described and referred to by many methodologists, although a very few of them entirely clarify or explain the existing constructs (Leshem & Trafford, 2007:94; De Vos & Strydom, 2011:35) and their roles in research. The aim of the theoretical framework (TAM), for this research study, is to support inquiry in the following ways:

- To serve as a foundation of the research plan.

- The theoretical framework will situate the research study within a scholarly discourse and links the study to the broader body of the relevant literature.
- It will provide a framework within which a research problem under investigation can be understood (Bryman, 2006:20).
- The framework will shape the research questions and help to focus the study.
- It should operate as a tool to interpret research findings.
- It hopes to provide a vehicle for generalisations to other contexts.

Research on both technology innovation and technology acceptance requires the construction of several theories to clarify the connection between the determinants that would have an impact on the acceptance of technology (Chuttur, 2009). The TAM was endorsed as the underpinning theory of the study. The Technology Acceptance Model (TAM) is possibly the most commonly used framework in ICT to measure technology innovation acceptance.

2.2 Theories of Technology Innovation Adoption

In order to gain an understanding of technology acceptance, a brief narrative of theories and models has been constructed by different scholars, (Davis, 1986; Ajzen, 1991; Tornatzky & Fleischer, 1990). It is essential to understand these theories given the fact that the use of information technology has infiltrated the everyday life of most people, thus making it imperative to appreciate why technology innovations are accepted or rejected (Nikola & Granic, 2015).

There is no single universal theory on technology adoption, and it gives the impression that a definitive one will emerge (Fichman & Kremerer, 2012:222; Williams et al., 2009:1; Fichman & Carroll, 1999). Therefore, studies of the mobile marketing literature have made use of several theoretical models and theories to explain the adopters' attitudes, adoption behaviour, and several determinants of technology innovation adoption in different contexts (Hameed, et al., 2012:362; Williams et al., 2009:1). These contexts range from societal to the industrial, organisational, and individual levels (Williams et al., 2009:1). Hence, innovation adoption studies are broadly viewed at different levels, starting from the individual level, to the group level, and the organisational level research (King, 1990:20).

Early researchers on innovation, (Davis, 1986; Ajzen, 1991; Tornatzky & Fleischer, 1990) adoption have studied the behaviour of persons towards innovation adoption and then conducted an individual level analysis. Organisational level research, on the one hand, sets out to observe and appreciate the organisational determining factors of ICT adoption as well as the impact of innovation on the performance of organisations (Hameed et al., 2012:360). Research at these levels has made use of various theoretical models to establish the motivation behind technology innovation adoption.

The most frequently used theoretical models in innovation adoption research are the Theory of Reasoned Action (TRA) (Fishbein and Ajzen, 1975), the Diffusion of Innovation Theory (DOI) (Rogers, 1983), the Theory of Planned Behaviour (TPB) (Ajzen, 1991), the Technology-Organisation-Environment (TOE) framework (Tornatzky & Fleischer, 1990), the (UTAUT) Unified Theory of Acceptance and the Use of Technology (Venkatesh et al., 2003) and the Technology Acceptance Model (TAM) (Davis, 1989). Other theoretical models used in the innovation adoption literature include the Tri-Core Model (Swanson, 1994), Institutional theory (Scott, 2005), and Resource-based theory (Barney, 1991). Literature shows that TAM, TRA, TPB, and UTAUT are predominantly applied in individual-level adoption research, whilst the DOI theory, TOE framework, Tri-core model and Institutional theory have been primarily applied in organizational-level innovation adoption research (Mihailescu, Mihailescu & Carlsson, 2013:222; Shroff, Deneen and Ng, 2011:601; Yu and Tao, 2009:93; Hernandez, Jimenez and Martin, 2008:118). This research study employed the Technology Acceptance Model, (TAM) because of its ease of use.

2.2.1 The Technology Acceptance Model

The TAM is an extension of Ajzen & Fishbein's Theory of Reasoned Action (TRA) (Priyanka & Kumar, 2013: 144) which was introduced by Davis (1986). Through the years, the TAM has gone through several validation and modifications. The Technology Acceptance Model projects the issues that affect users' appreciation of technological inventions. The TAM theory intends to define the dynamics determining ICT innovation acceptance, and the user behaviour to give a parsimonious model (Bertrand & Bouchard, 2008:200). The TAM consists of two constructs, the Perceived Ease of Use and Perceived Usefulness, which stand as the main determinants of technology acceptance and user behaviour (Ducey, 2013:20).

Marangunic & Granic (2015: 81) postulate that the continuous enhancement and progress in technology, especially in information communication technology (ICT) related mobile applications drives individuals to decide on matters of acceptance and rejection a dilemma. With regards to this, many theories and models have been established to illuminate the effective use of technology.

Teo (2013: 81) identifies different factors that encourage the usage and acceptance of the technology, and these are individual differences, beliefs, social influences, situational influences and attitudes as the dynamics that promote both the intention to adopt technology as well as the aptitude to accept or reject it. Teo (2013: 81) posited that one's behaviour is subjective to an intent to carry out the behaviour. In the same way, the actual performance of an individual's behaviour will be signalled by an individual's behavioural intention to participate in the activity.

TAM is an eminent philosophy that seeks to explore the characteristics that influence the adoption of technological innovations. Ducey (2013:3) also describes TAM as a tight-fisted technological adoption theory which suggests that an individual's response towards a technological innovation can prompt intents or curiosity of a person to use it, which in due course, can influence actual usage thereof (Aggorowati et al., 2012: 499). Also crucial to the TAM theory is the behavioural intention, which forecasts and predicts both the enthusiasm and motivation to perform a particular behaviour. Behavioural intention is dependent on three factors: the perceived behavioural control, social influence, and the human attitude, which is personal (Huda et al., 2012: 272). Therefore, people's behavioural intentions to adopt a technological innovation will be anchored on the factors mentioned above.

The TAM is an influential adopted theory used to describe an individual's acceptance of IT innovations (Bagozzi, 2007: 244). Suki & Suki (2011: 1) postulated that the two certain opinions of (PU) and (PEOU) are to a more considerable extent directed to the attitudes that control the adoption and usage of technology. Perceived Usefulness is professed as a personal prospect that specific application systems will improve job performances in a given organisation, performance expectancy (Pantano & Di Pietro, 2012: 2). Wen & Kwon (2010: 255) suggested that Perceived Ease of Use is grounded on the idea that it would be uncomplicated and hassle-free to obtain a particular skill, effort expectancy. Equally, the TAM also anticipates that attitudes would prompt a

positive influence on one's mindset and would channel them towards the use of technology (Bagozzi, 2007:2).

Davis (1989) argued that PEOU also influences, in a significant way, the attitude of the individual through two primary mechanisms, instrumentality and self-efficacy. Moon & Kim (2001) studied the connection between the perceived ease of use and the perceived usefulness and found out that PEOU can also contribute to improving a person's performance. Likewise, a user will have to put in less effort with a tool, and then they would be able to spare efforts to complete other tasks (Davis, 1986).

The TAM has proven to be beneficial in revealing certain technological inadequacies in society (Venkatesh et al., 2003). Portera & Dontub (2009: 999) suggested that despite the information usage growth, research has shown that there is a severe decline among the unschooled, the elderly, and the low-income employees than the well-educated younger people and the high-income earners. The use of the TAM has rallied round to confirm that age, earnings, education, and race are related to the importance of acquiring information. Similarly, beliefs can influence one's assertiveness concerning the use of abilities that will improve his or her access to information.

Davis (1989: 320) postulates that both (PU) and (PEOU) influence the perceptions that determine the adoption of ICT innovations and are reminiscent of user intentions to formulate new skills. The level of acquiring new skills can be affected significantly by both intrinsic and extrinsic motivations (Davis 1989: 320). Extrinsic motivations refer to the routine of an activity perceived to be helpful in attaining distinctive results that differ from the main activity itself (Davis, 1989:320). The rationale behind the Perceived Usefulness is pertinent to the acceptance of information literacy, which is implemented first and foremost because it is influential in attaining specific goals that are not integral in the use of the skill itself. The fundamental principle for the separate variables in the model is examined below.

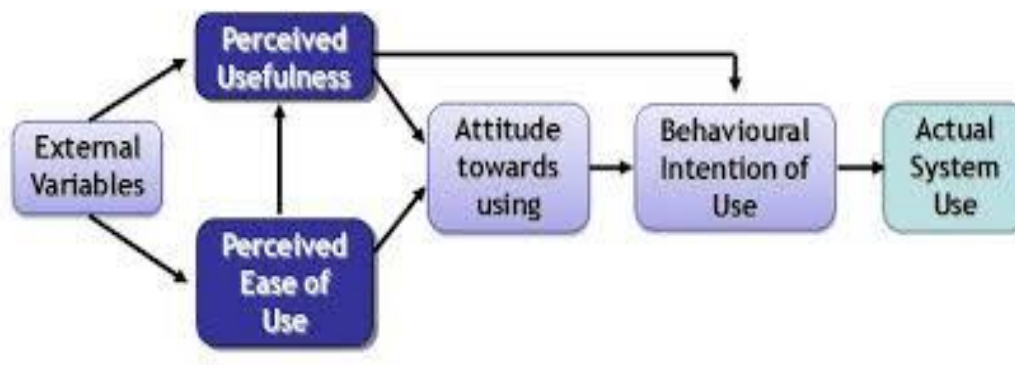


Figure.2.1 Technology Acceptance Model (Davis, 1986).

The two main constructs of the TAM, Perceived usefulness (PU) and Perceived Ease of Use (PEOU) are shown above. The Technology Acceptance Model makes available a concise method to model the impact of external variables on peoples' attitudes, beliefs, and intentions (Wang & Lai, 2014). External variables allude to the eminence outside of an individual, for example, computer experience and training as well as the quality of systems. Additionally, the external factors fundamentally lead to attitudes towards the usage of a specific technology and the ultimate usage of the technology (Venkatesh & Davis, 2000). The TAM variables will be explained in the following sections.

2.2.1.1 Perceived Usefulness (PU)

The ability to access information offers the possibility of better human competence. Users' lack of enthusiasm to accept and use the available strategies and techniques to acquire the needed information may prevent access to authentic information (Lombardi, 2007:2). According to Davis (1989: 320), perceived usefulness is the scope to which a person has confidence that using a particular technique or method would improve his or her job performance or routine responsibility. This opinion is attached to the fact that considering the capacity acquired will strengthen performance (Thurasamy et al., 2009). The TAM undoubtedly presents value to many researchers because it has conclusively demonstrated how such value can improve users' job performance. Perceived Usefulness has proven to be a significant factor for technology adoption in most recent studies (Yeh & Teng 2012:525).

2.2.1.2 Perceived Ease of Use (PEOU)

Davis (1989: 320) argues that perceived ease of use in the TAM is the extent to which a person considers that using a specific system would be easy, hassle-free and effortless. Perceived ease of use suggests freedom from complications and trouble. As a result, an application that is perceived to be easy to use is therefore exploited and accepted by more people. Zhu et al., (2012: 968) suggested that the PEOU shows the extent to which a person consents to use a certain technology would be effortless. The characteristics of a system's ease of use can equally lead to the acquisition of information literacy skill. Nanthida (2011: 13) reckons specific determinants that may prompt the ease of use of modern resources. To evaluate the Perceived Ease of Use, the following factors should be considered; computer self-efficacy, internet self-efficacy, computer anxiety, the perception of external control and information anxiety to name but a few.

2.2.1.3 External Variables

Winarto (2011: 16) suggests that several external variables can be incorporated with the TAM. Winarto (2011: 16) also identifies approximately seventy external variables previously popularised to describe the way that people go through in obtaining new skills. Yousafzai et al. (2007: 252) classifies the external variables into, system characteristics, organisational characteristics, the user's personal characteristics, and other variables.

2.2.2 Criticism of Technology Acceptance Model

TAM has been comprehensively used in technology-related studies, and irrespective of its full usage, the model, has a fair share of limitations (Chuttur 2009: 17). Khan & Woosley (2011:713) identified apparent limitations of the model and concluded that most of the research studies authenticating it were related to students in academic atmospheres, and not professional environments. Similarly, the types of applications under study were predominantly the development applications and the introduction of office software rather than business applications and the problem of self-reporting problems. Khan & Woosley (2011:713) recommend the need to expand the TAM to embrace social and human factors. Overall, the limitations of the TAM observed by many researchers have instigated the expansion of an extended model to make up for its area of deficiencies (Chuttur, 2009). Priyanka & Kumar (2013: 147) observed that

the “TAM theory includes limited explanatory and predictive power, questionable heuristic value, triviality, and lack of any practical value”.

2.3 Overview of Mobile Marketing

The Mobile Marketing Association [MMA] (2015) describes Mobile Marketing as a routine of practices that support different businesses or organisations to timeously engage and communicate with their consumers from different geographical locations in an interactive manner that allows feedback from consumers through any mobile network and a mobile device. The mobile marketing definition above embraces two aspects of the mobile marketing taxonomy:

- To ‘engage’ means to encourage social interaction between the organisation and its consumers as well as being present at the time of the customer’s expressed need.
- The ‘set of practices’ includes activities, promotions, industry players, customer services, relationship management, social marketing, loyalty, and other facets of marketing.

In order to thrive in mobile marketing, it is imperative that marketers formulate marketing strategies that embrace all perceptions present in the dynamic definition created by the MMA (2015).

Payne, Starbacka & Frow (2008) suggest that mobile marketing is only possible through mobile devices, which have access to the Internet and are capable of supporting different applications (Bauer, Barnes, Reichardt & Neumann 2005). According to Mobile marketing applications use wireless connectivity between the customer and producers while exchanging personalised and location-sensitive information. (Scharl et al., 2013).

Of late, mobile marketing channels have turned out to be the best platforms for marketing activities (Varnali & Toker, 2010). Parasuraman & Zinkhan (2010), postulate that new technologies have created a marketing environment, which allows different businesses to live on and progress rapidly. Nonetheless, despite these prospects, which arose after the development of mobile marketing, the potential of mobile marketing has not been fully realised and deployed by various business

entities (Hsu, 2004). There are two possible reasons for that, the uniqueness and dynamic nature of mobile marketing as well as the unrealised revenue opportunities granted by mobile marketing activities (Grone, Friedrich, Holblin & Peterson, 2009).

The mobile Smartphone system has seen a new communication channel recognised as an outstanding interactive marketing tool that any given organisation could employ to engage in several marketing activities with their customers (Bigne et al., 2005). Mobile marketing consists of two-way communication and advertising of goods or services between an organisation and its stakeholders through the use of mobile devices or technology (Pagani, 2006). The term “mobile device” has been used to refer to handheld devices that are mobile and equally have access to the internet, for example, smartphones, digital music player, tablets and laptops (Shankar et al., 2010).

Mobile marketing is a popular digital direct marketing technology that has enabled different organisations to interact with their consumers in a timeous manner (Levy & Powell, 2005). Some marketers see mobile devices as the future of direct marketing which would foster growth and expansion of various target markets (Oliveira & Martins, 2011). Therefore it is imperative for marketers to integrate mobile devices into a direct marketing strategy. Kotler & Armstrong (2011) state that mobile phones are gaining popularity in the advertising industry as means of relaying information. The advent of mobile marketing has marked the beginning of a revolution that allows organisations to communicate and transact with their consumers in the market (Pookulangara et al., 2011).

Akram & Albalawi (2016), suggests that mobile marketing has become the primary basis of communication and collaboration at both individuals and group levels. It has redefined the means of communication, and it is continuously reshaping the way marketing services are provided. Chmielecki (2014) argues that mobile marketing has given marketers a voice and an advanced way of communicating with both their existing customers and potential consumers. Mobile marketing allows brand personalisation, and it also allows businesses to convey their marketing and advertising information in a more relaxed and conversational way (ibid). Brad (2013), advocates that mobile marketing is an extension of the World Wide Web, which has over the years been able to expand the prospects for SMEs to compete with global

companies. Dlodlo & Dhurup (2013) suggested that organisations should cultivate competitive advantages through the effective adoption of mobile marketing for them to succeed in the given markets.

2.3.1 Mobile Marketing in South Africa

Among other countries like Rwanda, Nigeria and Kenya, South Africa is touted as one of the countries at the forefront of engineering the move of mobile marketing (Joubert, 2009). AdMob, the world's leading mobile advertising marketplace, ranked South Africa as the fifth-largest mobile market worldwide by volume of mobile advertising impression (AdMob, 2009). Statistics show that eighty-five per cent of individuals and households in South Africa own smart mobile phones (Mobile Marketing Association South Africa, 2015). Mobile phones are the most pervasive means of communication in South Africa (Pew Research, 2013). Statistics put forward by AMPS (2012) show that about eighty-five per cent of South African consumers access the internet through mobile phones. A recent study conducted by the Digital Media and Marketing Association (DMMA, 2016) established that three out of every four people access the Internet from their cell phones. These good statistics, high levels of smartphone and mobile Internet usage have fostered the adoption and implementation of mobile marketing in South Africa.

The mobile unit of Vodacom, South Africa is identified as the prominent mobile marketing unit within the global Vodafone group (Cant, 2012). Vodacom's mobile advertising model has been at the forefront of mobile advertising, forcing other telecommunications operators to follow-suit copying the advertising model (Joubert, 2009). Vodacom is a formidable global force in mobile marketing, meaningful investment in mobile marketing by other mobile operators in South Africa has been found to be very disappointing (Cant, 2012).

2.3.2 Mobile Marketing Tools, Devices and Technologies

Mobile devices have turned out to be one of the most significant electronic devices in today's world (Gilmore et al., 2007). Many people are using these tools to access the internet and make banking transactions, hotel reservations and finding information via Google (Harvie, 2010). Cortimiglia et al. (2011) posits that the popularity of cell phones was influenced by the invention of mobile networks in the 1990s. Features such as digital cameras, the push e-mail, colour displays and internet-access

capabilities. The modern generation of mobile phones is a portable multimedia computing device that allows users to augment and customise these devices with mobile applications. (Chan, 2012; Kwon, et al., 2013). The idea of mobile marketing is developing fast and increasing its popularity (Armstrong & Kotler 2012). Mobile marketing can become an effective marketing strategy which could bring with it several other great benefits to different organisations (Storey, 2006).

Smutkupt et al. (2010) suggest that mobile devices are the right channels for mobile marketing because of the following features:

- Ubiquity, mobile devices can be everywhere at once creating a possibility for users to send and receive information as well as performing transactions wherever they are and whenever they want.
- Personalisation, the mobile phone or device is highly personal and is rarely used by someone else except its owner. Mobile devices share the closest link with users, and this connection permits businesses to share personalised information with their customers.
- Two-way communication;
- Localisation, cellular phones can detect the geographical positioning of the user by pinpointing the mobile device through several location-based technologies such as the Global Positioning System (GPS).

Mobile devices have brought noteworthy developments to the tourism and travel industry (Cook, 2015). Likewise, tourists have been using the mobile web to search for information about places to go, accommodation, flights, restaurants and planning the transactions on mobile devices (Trip Advisor, 2013). Therefore, tourism and travel practitioners are seeing the importance of adopting mobile marketing. As an illustration, car rental services firms, airlines, and restaurants are fully utilising mobile marketing to attract their target customers by allowing customers to book the services online (Kwon et al., 2013). Destination marketers within the tourism and travel industry cannot overlook the importance of mobile marketing in connecting to both their existing and potential customers. Kwon et al., (2013) suggested that SMEs in the tourism and hospitality industry should respond to this trend by engaging mobile applications as marketing tools to reach out to their potential customers as well as establishing relationships directly.

2.4 Adoption of Mobile Marketing by SMEs

Over the past few decades, policymakers, academics, and business experts have attempted to explore the types of business glitches faced by SMEs (Maduku, 2015). Many previous studies were able to ascertain not only the types of challenges that small business face but also the relative significance of these complications (Morgan et al., 2006). The main problems faced by SMEs include the lack of sales and marketing skills as well as the use of out-dated technology in their operations (Hashim, 2007). SMEs have distinctiveness with inadequate resources, capital, human and technology (Davis & Vladica, 2006).

Marketing in small firms mainly differs from marketing done in large organisations (Yan & Chew, 2011:23, Gilmore et al., 2007:236, Carson et al., 1995). Marketing in the SME sector is more intuitive, contingent on networking, more competency-based and often performed under severe financial, human resource and time limitations (Gilmore et al., 2007:236). The changing lifestyles and expectations of customers, coupled with the increasing threat of competition from larger regional, national and multinational firms in markets dominated by SMEs, pose significant challenges to the efficiency and sustainability of traditional marketing practices implemented by SMEs (Levy & Powell, 2005). SMEs should adopt innovative strategies that provide their management with the necessary perspectives and guidance to ensure a precise focus on customer value (Yan & Chew, 2011). The affordability and global reach that often defines mobile marketing suits SMEs, which usually experience weak financial foundations, face high costs of capital and lack of marketing expertise (O'Brien & Burmeister, 2003). SMEs can use mobile marketing to support their advertising campaigns, sales and specials and to initiate contests and polling, thus attracting customers (Kula & Tatoglu, 2003). Moreover, they could improve their reliability by creating a professional image through the formation of dynamic mobile websites, replying to questions about their merchandises and services as well as conducting market research (Gilmore et al., 2007:236).

2.4.1 Studies previously done on Mobile Marketing Adoption

Mutua, Oteo & Njeru, (2013) conducted a study that determined the extent of mobile marketing adoption by small to medium enterprises in Nairobi, Kenya. The target population of the research study were small to medium enterprises in Nairobi's

tourism, manufacturing, mining, agriculture and retail industries. The study is a descriptive survey with a sample size of 176 SMEs. From a target population of 176 SMEs, only 163 firms participated in the survey translating to a 93% response rate. Likewise, the study was successful in establishing the extent of mobile marketing adoption amongst SMEs in Kenya's capital (Mutua et al., 2013). While mobile marketing was found to provide significant value to adopters, the study also found out that several of the SMEs in Nairobi had not adopted the mobile marketing technology. The study established that mobile marketing was not a well-versed phenomenon amongst the SMEs in Nairobi. 43% of the target population firms surveyed had no functioning websites. 31% of the SMEs had static websites, while 22% of the target population had active websites that allowed interactive communication with customers (Mutua et al., 2013). The results of the study also indicated that over 80% of all the SMEs surveyed did not have a specific mobile marketing strategy.

Musa, Li, Abas & Mohamad (2016) examined factors that positively contributed to the adoption level of mobile marketing among Malaysian SMEs. The study employed a quantitative methodology in determining the adoption of mobile marketing by the SMEs in the Malaysian manufacturing and tourism sectors (Musa et al., 2016). 300 SMEs participated in the survey and the sample that distributed specifically targeted at respondents who had never used mobile marketing as part of their marketing functions.

A review of the literature shows that there is some evidence of the adoption and use of mobile technology to support the general business functions of SMEs in developing countries (Esselaar et al., 2007; Jensen, 2007; Kamga, 2006; Molony, 2006). For instance, in a survey of SMEs in 13 developing countries, Esselaar et al. (2007:92) noted that SME managers and owners mainly use mobile phones to keep in touch with their customers and clients. These examples highlight the use of mobile technology by SMEs to conduct marketing activities without integrating it into their entire marketing program.

2.5 Barriers Inhibiting the Adoption of Mobile Marketing

Armstrong & Kotler (2009) define the technology adoption process as the mental process through which a person goes through from his or her first time of learning about innovation until the time he or she decides to adopt it. However, it can be argued that final adoption can only be fully understood by looking into the factors that may influence the intention and decision to adopt mobile marketing (Oliveira et al., 2014). In the past years, researchers realised the importance of gaining consumers' trust concerning privacy and security for the mobile marketing communication channel to be received (Cant, 2012). Bauer (2005) further elaborated that trust is a crucial prerequisite for a consumer's readiness to permit adverts and promotional messages on their mobile phones as well as providing personal data for the personalisation of those messages. The risk is also related to the concept of trust (Mitchell, 1999) where mobile marketing users are likely to have concerns about data manipulation, unauthorised access to data, and unsolicited tracking of usage configurations (Bauer et al., 2005). In this thesis, perceived risk will be restricted to personal data security and privacy risks because these are essential aspects of mobile marketing that need empirical investigation (Leppäniemi et al., 2006), and the risk connected to mobile marketing is mainly perceived as one of data security (Bauer et al., 2005).

For mobile marketing to be effective, end-user privacy must be respected (Kavassalis et al., 2003). Privacy concerns are particularly sensitive concerning mobile marketing, due to the intimate nature of mobile devices (Brown, 2006). Constant communication from the service providers may irritate consumers because of the unfortunate timing and irrelevant content of the messages (Carroll et al., 2007). The consumer can only determine the relevancy of a marketing message once they come in contact with the message. Therefore, mobile marketers must cooperate with customers and allow them to decide on the different types of marketing messages that are permissible.

The user's permission to receive messages from a marketer is also a vital variable in mobile marketing due to consumers' uneasiness of high levels of spam (Barnes and Scornavacca, 2004; Carroll et al., 2007). According to Kavassalis (2003), end-users' permission to opt-in with clear opt-out instructions must also be present if mobile marketing is to be effective. In this case, permissible mobile marketing messages may

be seen as a strategy to reduce clutter and search costs for the consumer and improving targeting precision for marketers (Krishnamurthy, 2001).

The use of the global positioning system (GPS), in mobile phones for commercial use is also a controversial issue, which brings about questions on the invasion of one's privacy and security concerns. This strategy can be improper to users of these mobile devices (Accenture, 2015). In order to persuade users to adopt this practice, scholars from different schools of thought, propose that it is necessary to make use of innovative and interactive techniques of engagement (Swilley, 2007). In this way, the perception of losses perceived in releasing private information can be minimised by the benefits gained (Urban et al., 2012).

2.6 Utilising TAM to mitigate barriers impeding Mobile Marketing Adoption

Behavioural intention is defined as the pursuit of one's intention to execute a specified behaviour (Fishbein & Ajzen, 2007: 288). Specific to this study, this construct relates to the respondents' openness and their intentions to participate in activities such as receiving product or information-related marketing communications as well as promotional offers on their cellular phones. (Bauer et al., 2005, Nysveen et al., 2005), examined behavioural intent to use mobile data services such as text messaging. Research findings from recent studies suggest that adoption of mobile marketing is, in part, subjective to customers' acceptance of the mobile medium itself (Carroll et al., 2007; Peters et al., 2007).

2.7 Mobile Phone Marketing Distribution Channels

As mobile phone devices become the new primary means for consumers to interact with their favourite offerings, the trend in which established brands are interacting with their consumers as well prospects is still undergoing some rapid changes (Ghezzi, Balocco & Mangiaracina, 2009). Brands are catching on the growing significance of mobile phones. Marketers need to develop clear and defined tactics aimed at driving some awareness to attract the interest of their customer base and prospects (Chuttur, 2009). Table 2.1 shows some of the channels that marketers can consider using in distributing their products to consumers using the mobile platform.

Social Media	Facebook, Instagram, Snapchat
Mobile Websites	Mobile browser friendly sights and pages
SMS/ MMS	Opt-in direct digital marketing
Mobile App	Downloadable from App store, Android
Emails	Mobile friendly
QR Codes	Scan code with a mobile device and be delivered straight to the website.

Table. 2.1: Mobile Marketing Channels, Source: Khosrow-Pour (2010)

2.7.1 Short Message Services or Multi-media Services (SMS/ MMS)

Short Message Service (SMS) is a reliable way of sending personalised messages to consumers. Text messaging is also an effective way of building more personal relationships when comparing to other channels (Boyle, 2013). SMS text messaging is instantaneous, can be quickly reported on and can be used to communicate in a much more intimate way (Khosrow-Pour, 2010). On the other hand, mobile marketing has an arranged slideshow of images, audio, text and video. This mobile marketing content is conveyed through Multimedia Message Service (MMS). Approximately all mobile devices that have colour screens can send and receive ordinary multi-media messages (Baucus, 2007).

2.7.2 Mobile Web

With mobile phone devices becoming increasingly sophisticated, mobile websites are following suit as well (Khosrow-Pour, 2010). The recent generation of mobile phone devices can support most of the same technologies supported by desktop computers with minimal constraint (Joubert, 2015). Mobile phone websites are developed on the same basis as traditional websites (Khosrow- Pour, 2010). Mobile websites can create rich user experiences with several functions available from mobile marketing to watching video rooted in the content (Khosrow-Pour, 2010). Examples of mobile websites include Buzz Feed, Ever note and Google maps.

2.7.3 Mobile Applications

A mobile application is a downloadable software designed to run on a mobile smartphone or tablet computer to serve the user with similar services accessed on a personal computer (Khosrow-Pour, 2010). This implies that a mobile application can keep consumers connected to businesses even when they are offline. The consumers' imagination only limits the capabilities of mobile applications. Mobile application offers rich user experiences and functionality ranging from games to viewing some videos as well as maps.

2.7.4 Mobile Ads

Mobile Ads help businesses to reach customers on the go (Khosrow-Pour, 2010). Mobile Ads appear on mobile phone devices in Google search results, on content websites, in apps and videos. Marketers need them to put their businesses in front of consumers as they use their smartphones throughout the day (Khosrow-Pour, 2010).

2.7.5 Quick Response (QR) Codes

Quick Response (QR) Codes are tiny graphics that can be used to stimulate consumers to respond to marketing campaigns (Khosrow-Pour, 2010). When QR Codes are integrated into a marketing campaign, they can be used as ways to track user behaviours and offering additional content or opportunities to customers (Joubert, 2015). QR Codes can also be utilised in other digital channels such as augmented reality to create more interactive customer experiences from the start of a customer's connection to the marketing campaign (Khosrow-Pour, 2010).

2.8 Mobile Marketing and Segmentation

Segmentation has been argued as highly beneficial for strategic marketing decisions by different authors (Claycamp & Massy, 1968; Smith, 1995; Wedel & Kamakura, 2012). The mobile marketing landscape is getting complicated day by day. Kim & Lee (2015) argued that businesses should look for a more targeted approach to increase the effectiveness of their promotional campaigns. Developing segments and understanding the characteristics of each segment is significant for targeted mobile marketing communications (Barutçu, 2007; Grant & O'Donohoe, 2007).

It has become essential for tourism service providers especially tourism SMEs in a tourism destination, like the Western Cape, to employ more targeted and effective methods of marketing communication strategies in order to increase their competitiveness (Govers & Kumar, 2007). In such a scenario mobile marketing is providing better opportunities for tourism service providers. Lee & Mills (2010) suggest that mobile marketing is a new and exciting option for tourism marketing. Eriksson et al., (2002) argued that while other businesses are taking mobile marketing as an added value only, for tourism service providers, it should become an integral part. Kumar & Zahn (2003) argued that mobile marketing would reduce the cost for tourist and result in better tourism experience. Through mobile marketing, tourists can access relevant information from any location (Yan & Lihua, 2005).

Even though mobile marketing has great potential to improve tourism marketing, very few studies have been done in these regards. Oliveira & Martins (2009) publicised a lack of mobile marketing and tourism integration. In addition to that, no researches have been conducted regarding marketing segmentation and mobile marketing in tourism. The hotel industry has been exploiting the internet for online purchases and promotions to distinguish themselves from their competitors in the market for cheap hotel accommodation (Wang & Wang, 2010). The Trip Advisor (2013) states that the use of mobile applications is motivating consumers and holiday-makers to use mobile devices.

The increasing number of mobile users has triggered the growth of mobile marketing within the tourism and hospitality industry, especially in the hotel industry (Chan, 2012). Most hoteliers and hotel operators agreed that mobile marketing technology is becoming an essential medium for their businesses (Cook, 2015). The survey from Trip Advisor (2013) postulated that 74% of businesses offering accommodation were posing programs that allowed their guests to book and reserve accommodation via their mobile devices. A small number of accommodation providers (36%) have seen the mobile marketing strategy as a critical priority, and only 25% have used mobile programs to engage with their guests. For instance, agreeing to a guest to book for accommodation via a hotel website on his or her mobile device which provides a mobile-friendly website and branded application, offers unique benefits to mobile device users. Correspondingly, mobile applications can be used more competently to

reasonable traditional marketing expenses and reach out to prospective clients (Kwon et al., 2013). Many hotels are now offering mobile applications with additional service options. As an illustration, Starwood's Hotels launched the 'W To go' text messaging application which gives guests the opportunity to subscribe for reminder text messages for the duration of their stay at their hotels.

The use of mobile applications enables hotel guests to reserve hotel rooms wherever and whenever they want to and also to gain timely useful information they need concerning their hotel of choice (Kim, 2012). Mobile applications also allow hotels to communicate with their guests directly. Therefore, the profitability of hotel room reservations will be increased through the use of mobile applications as well as other direct contact methods (Wang & Wang, 2010). Starkov & Safer (2012) also added that hotels only offering desktop websites and ignoring the mobile applications would face a significant decline in their revenues. The hoteliers and hotel operators adopting the latest mobile technologies would gain market share from competitors, decrease dependency on the intermediaries and generate more increment revenues (Starkov & Safer, 2012). This is a sign of the importance of the mobile marketing strategy in the hotel industry.

2.9 Challenges confronted in Mobile Marketing Environments

The growth of mobile marketing, however, posits some difficulties not only for large organisations but also for small to medium enterprises (SMEs). The SMEs participating in the mobile marketing strategy need to adapt to the requirements of mobile marketing activities in order for them to take advantage of the opportunity available (Buhali & Kaldis, 2008). Mobile marketing involves a variety of business services. Some challenges confronted in the mobile marketing environments include:

2.9.1 Cyber Crime

Mobile marketing takes place on the websites of public companies. Smith et al., (2011), defines cyberspace as an electronic medium of computer links or networks, mainly the web, in which online communication takes place. One of the drawbacks of cyber-business or e-business is that it is susceptible to the risk of e-crime like credit card and identity theft. This sort of crime is alluded to as cybercrime. As stated by the New York Times (2012), some businesses are increasingly integrating mobile

marketing technologies into their marketing functions without understanding how it can be exploited and used against them. Cyber-criminals can divert financial assets into other uses, hinder or shut down communications among consumers and businesses. Furthermore, they could also steal intellectual property, destroy an organisation's status, or even bring an entire business to a stop (New York Times, 2012). Mobile devices can be used as a conduit to commit crimes, such as storage devices to harbour evidence of crimes, and they can even be turned into objects or victims of crimes (Chong, 2008).

A company's marketing function can be interrupted by cybercrime; as a consequence cybercrime costs publicly traded companies much money yearly in lost business, stolen assets, and damaged reputations (Smith et al. (2011). This is evidenced by data from the US where cybercrime costs the US economy over \$100 billion per year (Kratchman et al., 2008, Mello, (2007). Money can be lost through cybercrimes and can be stolen both from businesses and consumers, literally through the click of a button and in a short period (Kratchman et al., 2008).

Fichardt (2015) observes that the speed of technological change is leaving challenges in highly sensitive company information technology (IT) infrastructure in South Africa and this is adversely affecting the whole mobile marketing environment. Cybercriminals are targeting these vulnerabilities at an increasing rate, and South Africa is slowly being affected by attackers across the globe (Joubert, 2009). This has led to sluggish growth in mobile marketing adoption in South Africa, as consumers are so conscious of the risk associated with cyber-crime (Fichardt, 2015).

2.9.2 Loss and theft

According to the White Paper (2011), the convenience of mobile devices allows for continuous access to much information including business and personal information, regardless of location. This also leads to the prevalent and widespread incidence of loss or theft of mobile devices hence threatening the success of mobile marketing campaigns. According to a survey of consumer users in South Africa, one out of every three users in South Africa has lost their mobile device at some point in time (White Paper, 2011). These lost mobile devices might result more than devastating consequences. Consumer's personal information and data can be tempered around

with. This includes accounts with passwords saved in the browser, calendar showing events, contacts with pictures and addresses tied to the contact, social media accounts, personal photos and pre-connected email accounts (White Paper, 2011). Besides, the loss of a consumer's mobile device, loss and theft can also cause devastating business effects since businesses are using mobile devices for marketing related functions. Similarly, this would result in the loss of the customer since the customer will not be connected and reachable (White Paper, 2011).

2.9.3 Disruptive Linking

Disruptive linking occurs at random times, especially when the user has already downloaded a mobile app (The App Solutions, 2017). Disruptive linking is when the downloaded mobile app malfunctions unexpectedly and interrupts the user (The App Solutions, 2017). Usually, when this happens, the user is highly unlikely to go with it and download the app. In whatever scenario that this happens, it can be detrimental to the application's success (The App Solutions, 2017).

2.9.4 Retention

It is projected that twenty per cent of the consumers who download any given application use it once and never use it again (Avrahamy, 2015). Although installing the app is the crucial step, it is just one step in the process. Sustaining a business off of few app downloads is impossible. In order to form a firm bond between the app and the user, there is a need for the marketer to stay in touch and nurture the relationship (Avrahamy, 2015). There is a need to generate an experience that keeps users coming back for more.

2.9.5 Managing Mobile Marketing complexity

The mobile marketing space is a complicated space that houses many ad networks. Each of the ad networks offers different types of advertising and marketing, requires different copy and often different attribution methods (Gottesdiener, 2015). As a result, mobile marketers struggle to come to terms with managing the increasingly complicated cross section of responsibilities falling their way. GrowMobile, (2015) indicates that 77.2% of mobile marketers found optimising mobile advertising campaigns tough to manage. Likewise, 54% of mobile marketers spend between two to ten hours every week on reporting, with 28.5% of respondents claiming to spend

over 10 hours each week on it (GrowMobile, 2015). The biggest challenges to respondents include the ROI analysis, and the management of multiple tools and platforms with media spent and traffic source fragmentation other major concerns (Gottesdiener, 2015). Therefore the complexity of mobile marketing space does not stress out marketers and take most of their time; it also costs companies lots of money (GrowMobile, 2015). All the threats mentioned above act as significant disadvantages associated with mobile marketing and are also some of the determinants, which negatively affect the acceptance of mobile marketing amongst consumers.

2.10 Importance of Skilled Human Capital

The access to relevant marketing knowledge, skills, and networks is a crucial requirement for success in any market or industry (El-Gohary, 2009). However, most SMEs in South Africa lack these skills. Cant (2012:1113) empirically studied SMEs in South Africa and observed that a staggering ninety per cent of them believed that the growth of their businesses was hampered by their lack of marketing skills (Joubert, 2009). A similar study conducted by Finscope (2010) identified competition as the third largest obstacle to the growth of SMEs.

Ngwenya (2012:202) found out that SMEs lack the skills and capacity to undertake essential marketing functions such as finding the right location, identifying the correct market niche through market research, targeting and promotion as well as providing excellent products, services, and packaging. The inability of SMEs to undertake these marketing functions makes them susceptible to the competitive pressure of large businesses, as they are not able to attract and retain the customer base that would keep their businesses sustainable (Cook, 2015). SMEs do not only lack the internal skills to promote their products and services effectively and to canvass the customer base, but they also need to ensure their survival and sustainability (El-Gohary, 2009)

They also lack the required resources to outsource their marketing and promotion functions to external experts. The key to surpass this challenge lies in the adoption of economic marketing practices with a targeted reach that provides excellent value for money (Ghezzi et al., 2009). Mobile marketing is thus touted as a practical, direct, low-cost marketing approach that enables SMEs to reach their customers and establish relationships that result in repeated purchases (Krum, 2010). However, like

most business technologies, the readiness of SMEs to adopt this nascent approach to marketing is still in doubt, and it heavily depends on skilled human capital (Krum 2010:6).

2.11 Benefits of Mobile Marketing to SMEs in the Tourism Industry

Businesses should drive towards the use of mobile marketing for improved interactivity with customers as well as operational efficiency of marketing communication campaigns (Ström et al., 2014). Mobile marketing can be used for building brand relationships, brand attitude, brand awareness, associations, purchase intentions and customer loyalty (Unsworth et al., 2009). Studies previously done shows that mobile marketing has the potential to increase customers' perceived service quality, perceived value and satisfaction (Constantinou et al. 2009:142). Unlike other commonly used devices such as the desktop PC, mobile devices are not typically tethered or connected to wires when they are being used (Urban et al., 2012). This characteristic incentivises their use, offering more opportunities for marketers to put across their marketing campaign messages. The short time for which the devices are used simultaneously drives marketers to be precise and concise in their marketing messages (Shankar & Balasubramanian, 2009:119).

Mobile marketing enables marketers to target their customers, based on their location, allowing marketers to focus on customers within a distinct geographic area (Urban et al., 2009). Also, the mobile device is widely known for its unparalleled ability to streamline business processes, mainly those related to fieldwork (Smutkupt et al., 2010). A study by Nah et al., (2005:88) shows that mobile applications could improve business efficiency by improving the accuracy and the time taken by field workers in retrieving, updating and communicating information 'on the go'.

The effectiveness of mobile marketing in branding is well established. SMS marketing, for instance, enables marketers to effectively to build brand recognition and recall through push advertising (Smutkupt et al., 2010:130). It is reasoned that the use of mobile marketing, gives marketers the opportunity to offer customers different prices without other customers knowing what they have received. This customised pricing strategy allows marketers to achieve first- degree price discrimination, a strategy that is rarely achieved in general marketing, where prices are common knowledge, and every customer is billed according to menu-based pricing (Salo et al.,

2008). Mobile marketing has a tremendous impact on marketing communications in the areas of advertising, sales promotion and direct marketing (Salo, et al., 2008:499).

Furthermore, mobile marketing allows products and services to be promoted in an interactive and personalised way. Marketers have exploited it to drive customers to mobile marketing sites and to enhance a positive connection with preferred brands (Smutkupt et al., 2010:130). Marketers can leverage the interactive ability of mobile marketing programs to update their customer database (Strom et al., 2014). This is achieved by inviting customers to provide their personal information by signing up for a campaign in exchange for a promotional offer. Mobile marketing is an ideal medium for facilitating customer service. Currently, the mobile medium is used to simplify many customer-related activities such as the online tracking of orders, responding to customer queries and offering after-sales service (Swilley, 2007). The mobile phone's ability to provide personalised content, track customers across media, provide services to customers without time and place constraints and to offer highly engaging content, making it a suitable tool for customer relationship management.

Mobile marketing is often seen as a highly effective means of collecting data and other useful information from an organisation's target market, particularly for organisations that do not have direct contact with their consumers (Bauer et al., 2005). Through the use of mobile marketing, organisations can segment their customer base through the use of personal and residential data to select and focus on segments of their markets that are predisposed to the mobile medium and that have the highest propensity to interact with the medium, thereby avoiding wastage (Ghezzi et al., 2009:185).

2.12 Chapter Summary

This chapter reviewed literature on various aspects of mobile marketing. The critical elements of this chapter were the role of a literature review, an overview of the Technology Acceptance Model, theories of technology innovation adoption. Emphasis was placed on the following areas, which were part of this study's objectives: mobile marketing tools, devices and technologies, adoption of mobile marketing, benefits of mobile marketing to SMEs in the tourism and hospitality industry, and other empirical studies done in the mobile marketing field. The literature

review also helped in finding out the methodologies and sampling procedures used before, giving insight into how it is possible to come up with a research strategy in order to justify the appropriateness of the research strategy for this specific study. Consistent with factors in the acceptance of innovation as found in the literature, the most critical factors in consumer decisions to accept a technology innovation include the relative advantages and the perceived complexity of the innovation. The researcher drew some lessons from empirical studies demonstrating how other firms such as hotels and guest houses in other countries are adopting and using mobile application technologies as part of their marketing strategies. In the next chapter, the research plan used in the collection, analysis and interpretation of data for the current study, is presented.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

The preceding chapter discussed the literature review of mobile marketing and the Technology Acceptance Model as the underpinning theory of this research study. This chapter intends to exhibit a systematic discussion of the research methodology implemented to attain the objectives of this study. The research onion will be introduced as a guiding structure to this chapter, and each layer of the research onion will be explained. The research paradigm, research philosophy, research methodology, the research design, research strategy, the target population, sampling strategy, data collection, and analysis will be expounded in detail. The ethical considerations and the chapter summary will conclude this chapter.

3.1 Research Onion

The research onion is an approach used to depict the issues underlying the research question, the choice of data collection and data analysis methods (Saunders, Lewis & Thornton, 2015). The research onion consists of six different layers, and these are philosophy, approach to theory development, choice of the methodology, strategy, the time horizon, data collection, and data analysis. In order to justify the research question, the research onion, and its component layers will be examined. Figure 3.1 below shows the research onion.

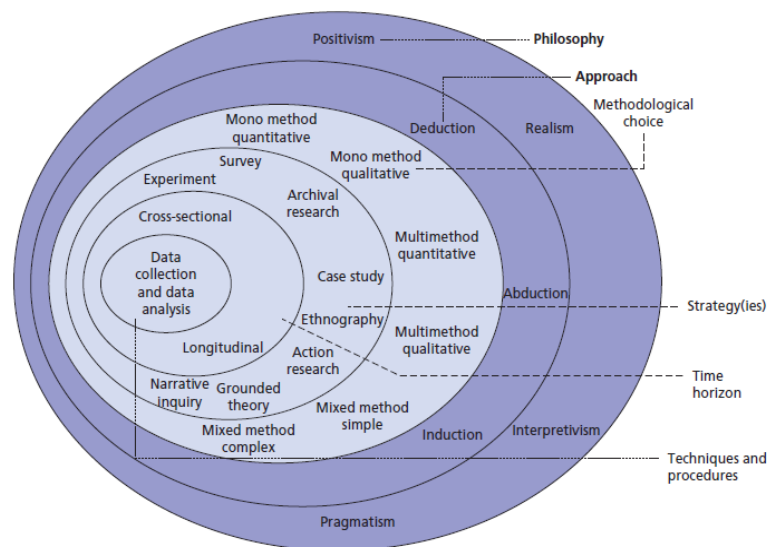


Figure 3.1 The Research Onion. Source: Saunders, Lewis & Thornton (2015)

3.2 Research Paradigm

Research paradigms refer to the research culture which consists of a set of beliefs, assumptions and values that a community of researchers has in common regarding the conduct and nature of research (Kuhn, 2007). Creswell (2009) defines research paradigms as a worldview of conducting research. Positivism as a research design relates to the philosophical stance of the natural researcher, and it denotes working with an observable social reality to produce law-like generalisations (Creswell, 2009). Furthermore, critical realism emphasises on clarifying what we see and experience, regarding the underlying structures of reality that form the observable events (Kuhn, 2007). Postmodernism emphasises on the role of power relations as well as language which in the same way seeks to question the accepted ways of thinking as well as giving a voice to alternative marginalised views (Saunders et al. 2012). Pragmatism asserts that research concepts are only significant if they are supporting any action (Kelemen & Rumens 2008).

3.2.1 Interpretivism

This research study employed the interpretive research paradigm. An interpretive research paradigm aims at exploring and understanding phenomenon inductively (Creswell, 2013). Denzin & Lincoln (2008:29), suggest that in the qualitative approach researchers tend to deploy a wide range of interconnected interpretive methods in order to understand the worlds of experiences they have studied. Accordingly, Thomas, (2003) proposes that interpretive research designs usually support qualitative methodologies because they represent a world in which reality is socially built and ever-changing. The interpretive research paradigm was purposefully chosen for this research study because it allows the researcher to appreciate the world of human experience (Cohen & Mainon, 1994:36). This research approach also aids researchers to discover reality through participants' views, their background, and experiences (Willis, 2007). Interpretive research paradigm values subjectivity, and it accepts multiple viewpoints of different participants (Saunders et al. 2015).

3.3 Research Design

A research design is a framework used in the marketing research study which shows both the methods and processes of data collection and analysis (Burns & Bush, 2010).

Research design can be classified into exploratory, explanatory, descriptive and evaluative (Saunders et al. 2012). The descriptive research design is engaged to gain a precise profile of events, situations or persons (Myers, 2009). Moreover, the explanatory research design entails studies that institute causal connections between variables (Creswell & Plano, 2011). The research questions that seek explanatory responses include, 'Why' or 'How'. The emphasis of the explanatory research design is to study a situation in order to understand the relationships between variables (Saunders et al. 2012). Again the evaluative research design is all about finding out how well a research idea works. Research questions which seek to evaluate responses are likely, to begin with 'How', 'What', and 'To what extent' (Saunders et al. 2012).

This study engaged the exploratory design. The exploratory research design is a valuable means of asking open questions in order to discover the insights of a given topic of interest (Myers, 2009). Besides, exploratory research design can be conducted by interviewing experts on the research subject (Saunders et al. 2012). Unstructured interviews are the most suitable for exploratory research designs (Creswell & Plano, 2011).

3.4 Research Approach

Research approach is a strategy of enquiry migrating from the underlying assumptions of both the research design and data collection (Myers, 2009). It focuses on the kind of tools and procedures to be used during the research process (Saunders et al. 2012). The standard classifications of research methodology are qualitative, quantitative and mixed methods (Bajpai, 2011). These terms refer to the process of data collection and analysis, the type of generalisations and presentations derived from the given data (Creswell, 2009). Quantitative is used as a synonym for any data collection techniques such as questionnaires or data analysis procedures such as graphs or statistics that generate or use numerical data (Saunders et al.2012). The qualitative research method involves the data collection techniques or data analysis procedures which include categorising and generating non-numerical data (Saunders et al. 2012). In addition, mixed methods approach combine quantitative and qualitative data collection techniques and analytical procedures in one single study (Saunders et al. 2012)

This research study employed the qualitative approach. The choice of the qualitative research method was informed by the research topic, the research paradigm and the objectives of the study. It was also employed to help the researcher get the respondents first-hand information and perspectives with regards to the events happening in the hospitality and tourism industry. The data source for this qualitative research was in-depth interviews (Bajpai, 2011). The qualitative research method presents data as a descriptive narration in order to help the researcher to appreciate the phenomena in its natural setting (Saunders et al. 2012).

3.5 Research Strategy

A research strategy can be defined as a plan or strategy used by a researcher to field the research question (Saunders et al. 2012). It is the methodological link between the philosophy and the subsequent choice of methods of collecting and analysing data (Denzin & Lincoln 2011). The qualitative research approach is related to a range of research strategies such as action research, ethnography, case study research, narrative research as well as the grounded theory (Bajpai, 2011). The action research strategy is an iterative an emergent process of inquiry designed to develop solutions to real organisational problems through a participative and collaborative approach.

This study employed the case study research design because it provided a systematic approach to collecting and analysing qualitative data. The case study approach also allowed the researcher to both collect and analyse data simultaneously (Saunders et al. 2012). This approach was intentionally adopted because it develops a process that analyses, interprets and enlightens the meanings that are constructed daily by social actors and brings about the sense of their everyday experiences in given situations (Charmaz, 2006). In this case study research, the "case" under study was the Western Cape tourism and hospitality industry. It allowed the researcher to investigate the phenomenon within its real-life context. A case study research can mean either single or multiple case studies consisting of quantitative evidence both relying on multiple sources of evidence and benefits from the prior development of theoretical propositions. This research study was a single exploratory case study.

3.6 Target Population

Lavraks, (2008) defines a target population as a set of units or individuals for which a survey is conducted to make inferences. A target population ought to be explicitly defined in order to determine the eligibility or ineligibility of the sample cases of the survey (Lavraks, 2008). The earmarked population for this research study was the Small to Medium Enterprise owners providing accommodation in the Western Cape travel and tourism industry. These included boutique hotels, Bed, and Breakfast, guesthouses, self-catering, lodges as well as backpackers. The eligibility of the respondents was defined at the time of the survey as well as their convenience during the time of the survey. Individuals within the establishments eligible and willing to participate in the research were found. Also, their knowledge of mobile marketing's effects on their organisations was of chief importance. Correspondingly, employees at a management level were the most relevant respondents, because they possessed information about their marketing functions.

3.7 Sampling Strategy

A sample is considered as a part of the population under investigation, which shares the same characteristics as such (Blumberg et al.; 2011). It is a smaller manageable version of a larger group (Creswell, 2016). A sample helps the researcher to test a few parts of the population in order to get to know about the whole population and therefore to draw conclusions about the general population (Blumberg et al.; 2011). Sampling lowers the cost of the research as it is less costly to ask only a few individuals compared to asking everyone within a given population (Sapsford & Jupp, 2011). It is also easier and time-saving to collect data from a few people (Blumberg, Cooper & Schindler, 2011).

Krishnaswany et al. (2006) state that, sampling strategies are classified into two, probability and non-probability sampling. In probability sampling, all population elements have a known chance of being included in the sample (Aaker *et al.*, 2013:309). In most probability sampling procedures, a sampling frame is needed, and information about the sampling units is necessary before using the sampling process. Good examples of probability sampling include: simple random sampling, systematic sampling, stratified sampling, multistage sampling and cluster sampling. In non-probability sampling, the components do not have a predetermined chance of being

selected as subjects of the study (Sekeran & Bougie, 2013:245). With a non-probability sample, there is not a precise procedure of estimating the probability that any population element will be incorporated in the sample. Therefore there is no way of ensuring that the sample is a representative of the population (Iacobucci & Churchill, 2010:285). For this reason, non-probability sampling is sometimes called 'haphazard sampling' because it is prone to human error (Burns & Bush, 2010:369). The most commonly used non-probability sampling techniques are convenience sampling and purposive sampling.

3.7.1 Purposive Sampling

This study used the non-probability purposive sampling for qualitative data collection. Purposive sampling is a non-probability method of sampling (Bryman, 2006:418). Purposive sampling involves the selection of respondents with characteristics relevant to the study and also determined to be the most informative (Burke & Johnson, 2004). Similarly, the researcher does not have to sample the research participants on a random basis. Purposive sampling aims to choose research participants that are relevant to the research questions of the study. Kumar (2005:179) states that the use of purposive sampling is determined by "the perception of the researcher as to who can contribute the best information to achieve the objectives of the study". Therefore the SME owners and managers were the most relevant sample for this study since they had adequate information that would help to realise the objectives of this study.

3.7.2 Sample Size

Regarding the qualitative research requiring detailed data, the sample sizes have to be small (Anderson, 2010). Mathematical rules do not calculate equally the sample sizes and probability statistics is not applied too. Instead, qualitative research demands that sample sizes be described regarding characteristics and relevance to the broader population (Anderson, 2010). This study had 15 participants drawn from the SMEs in the Western Cape travel and tourism industry. This sample size allowed the researcher to manage the given time and resources efficiently.

3.8 Data Collection (Research Instrument)

A research instrument is a general term that researchers use for a measurement device, for example, questionnaire, survey, interview guide or test (Denzin & Lincoln,

2005). The research instrument for this study was an interview guide. An interview guide consists of questions intended for the respondents during a data collection process (Turner, 2010). The order of the questions in the interview guide varies based on the type of the interview chosen which fall within structured interviews, unstructured interviews and also semi-structured interviews (Creswell, 2007). Creating an interview guide as a research instrument is a crucial step in the qualitative data collection process. The wording of the set questions is vital in developing questions that are open-ended and not leading (Edwards, 2013).

3.8.1 In-Depth Interviews

An in-depth interview is a qualitative data collection tool that consists of a one-on-one data collection practice in the form of questions and responses (Creswell, 2006). An in-depth interview follows an outline of questions with regards to the research objectives. The content and time of a given interview vary between respondents (Tustin et al., 2005). The in-depth interviews for this study were conducted face to face with the SME owners and managers with a forty-five minutes interview session. The in-depth interviews were exploratory, and they also consisted of multiple open-ended questions.

Matthews & Ross (2010:224) suggest that the advantage of interviews in a qualitative research study is that participants talk about their experience in their way. In-depth interviews enable the interviewer to be sensitive around the needs of the participant and avoid talking about potentially distressing subjects. Again during an interview, the researcher is expected to clarify the research questions and continuously check whether the respondent understands the questions. However, one-to-one interviews can be intimidating and make the respondents uneasy hence affecting the desired outcome of the interview.

3.8.2 Structure of the interview guide

An interview guide was the primary research instrument used to collect data for this study. It was structured into nine sections, and a cover letter introduced the purpose of the study. The questions in the interview guide, measured respondents' perceptions relating to the constructs of the study.

- The cover letter introduced the purpose of the study and assured respondents of their anonymity, the confidentiality of their response and their right to withdraw from the study at any time.
- The biography of the respondents which requested some information about their position in the respective organisations as well as their period of employment.
- Section A: Mobile Marketing Adoption.
- Section B: Perceived Usefulness.
- Section C: Perceived Ease of Use.
- Section D: Perceived Cost of Adopting Mobile Marketing.
- Section E: Top Management Support to adopt Mobile Marketing.
- Section F: Availability of funds to adopt Mobile Marketing.
- Section G: Employee capability to adopt Mobile Marketing.
- Section H: Competitive and Customer pressure.
- Section I: Behavioural Intention towards Mobile Marketing Adoption.

3.9 Pilot Study

The literature emphasises the significance of conducting a pilot study before the main study as a form of perfecting the research instrument (Chigada, 2014:111). A pilot study is a process of finding out whether a research instrument will work in the real world by administering it to a small scale of the research sample (Creswell, 2007). Stangor (2011:121) suggests that a pilot study is vital before the primary research is conducted in order to allow positive criticism of the research instrument. A pilot study was, therefore, undertaken before the data collection process. This was done to ascertain both the credibility and trustworthiness of the interview guide. Chigada (2014:121) refers to the pilot study procedure as a quality control technique intended to get first-hand information concerning the quality of a given research instrument. Wilson (2012:178) notes that the sample for pre-testing an interview guide is relatively small, ranging between ten and forty respondents. Burns and Bush (2010:354) stated that between five and ten respondents are adequate for pre-testing to take place.

Following the recommendations noted above, the interview guide developed for this

study was pre-tested. The researcher conducted a retrospective interview with five respondents sampled from the target population of the study. Creswell (2012:34) postulates that conducting a pilot study is essential as it uncovers ambiguities and other errors attached to the research instrument, hence creating an opportunity to have a seamless research instrument. The survey was managed under similar conditions as intended for the actual data collection process. The researcher recorded both the start and ended time in order to ascertain the duration of each survey. The researcher also looked out for instances where the respondents hesitated to answer specific questions or to ask for clarification, and the researcher noted where this occurred. After the retrospective interview with the five respondents, the researcher noted the following:

- Some of the respondents needed clarity on some of the questions.
- The flow of the questions in the research instrument needed revision.
- Some particular terminologies used in the interview guide needed to be simplified.
- Time taken to complete the retrospective interview varied with each respondent and the average time was fifteen minutes.
- Some of the respondents indicated that some of the questions needed editing and formatting in order for them to be relevant.
- Respondents also pointed out that there was a repetition between questions four and five; therefore, it was ideal to integrate them.
- Likewise, there were grammatical and syntax errors which distorted the questions. Therefore confusion could easily arise.

The pilot study helped to determine the ability of the research instrument to quantify what it had been designed to measure. From the responses given after the pilot study had been conducted, it was established that the research instrument did perform as intended. The feedback from the pilot study was used to improve the interview guide as well as coming up with the final research instrument. Correspondingly the participants for the pilot study were advised of the outcome and were appreciated for their participation. Likewise, they were also noted, and the researcher made sure that they would not participate in the final study. Overall, this was done to avoid the duplication of the responses in the primary data collection procedure. The final

research instrument is shown as Appendix C. In general; the respondents stated that the questions on the interview guide were clear and easy to answer. There was positive feedback of the interview guide, and therefore, no further modifications were made.

3.10 Trustworthiness of Research Instrument

Trustworthy concerns of a research instrument help to alleviate the usability issues of a research instrument (Denzin & Lincoln, 2005). These issues would include how long a research instrument would take to administer, to consider whether the directions of the research instrument are evident as well as the problems reported by others who used it before (Lincoln & Guba, 2010).

3.10.1 Trustworthiness

The trustworthiness and credibility of both the research findings and research instruments in any research study cannot be overemphasised. It is therefore vital for a researcher to guard against publishing wrong and misleading research findings (Creswell, 2014). To ensure the credibility of the research instrument and findings, the researcher considered the following elements:

3.10.1.1 Credibility

Credibility denotes the solidity of a given research instrument (The Online Dictionary, 2017). Before conducting the data collection process, a pilot study was conducted to assess if the research instrument was understandable and also if it would produce the desired outcome. Research participants for the pilot study were randomly designated. Likewise, their opinions and recommendations were employed to adjust the research instrument.

3.10.1.2 Transferability

After the data collection process, it is expected that the researcher would be able to use the same research instrument for another study, conduct another research under similar conditions and produce the same results (Creswell, 2014). For this study, the pilot study was conducted to determine whether the research instrument could collect data that would be generalised to other settings (Creswell, 2014:32). Hence, the pilot study was used as a quality control process.

3.10.1.3 Dependability

The research findings of this study were documented and kept for future references. It was imperative to record the entire research process including the decisions made as well as the successes and shortfalls that were encountered during this research study. The research participants were then consulted to verify and confirm the data provided (Saunders *et al.*, 2012:382).

3.10.1.4 Confirmability

The pilot study that was conducted before the primary data collection process was used as an assertion that the research instrument was trustworthy, credible, and that it produced the desired outcome. Furthermore, the respondents confirmed that the research findings were an accurate reflection of the interviews conducted.

3.11 Data Analysis

Data analysis entails organising data, breaking it into manageable units, coding, synthesising and searching for patterns (Bigdon & Biklon, 2003). Data analysis permits the researcher to discover patterns, concepts, themes and meanings of collected data (Yin, 2003). The data analysis procedure for this study was performed simultaneously with data collection. This allowed the data collection process to be adjusted according to the themes that had emerged during analysis and these themes could be investigated in more detail when uncovered (Bhattacharjee, 2012; 96). The analysis was performed using content analysis.

3.11.1 Content Analysis

Qualitative content analysis is common approach used in qualitative research as a “flexible method for analysing data” (Hsieh & Shannon, 2005:1277), including not just one method but a whole “family of analytic approaches ranging from impressionistic, intuitive, interpretive analyses to systematic, strict textual analyses” (Hsieh & Shannon, 2005:1277). Content analysis is a research method applied when studying communication artefacts and documents, which might have texts of various formats, pictures, audio or video. Content analysis recognises the existence of concepts in text and endeavours to realise both their meanings and relationships with each other (Matthews & Ross, 2010:395). In this study, content analysis helped the researcher to realise the data patterns leading to the understanding of mobile

marketing adoption by SMEs in the Western Cape tourism and hospitality industry. One of the advantages of using content analysis to analyse a social phenomenon is its non-invasive nature, in contrast to simulating social experiences and collecting survey answers. Mayring (2000) proposes two procedures for qualitative content analysis, the inductive category development and the deductive category development. This study used the deductive category development which consisted of:

- The research question
- The theoretical-based formulation of coding rules,
- The theoretical-based definitions of categories,
- The revision of categories,
- The final working through text and
- The interpretation of results.

A deductive approach is mostly concerned with developing a hypothesis based on an existing theory as well as designing a research strategy that tests the hypothesis (Wilson, 2010). Similarly, the deductive content analysis approach also helps to validate and to extend a theoretical framework or theory conceptually. In this case, the Technology Acceptance Model helps the data collection process to focus on the research question. The deductive content analysis approach also provides predictions about the variables of interest as well as the relationships among variables. Therefore helping to determine the initial coding scheme or relationships between codes (Mayring, 2000). By using a deductive approach, the content analysis is guided by a more structured process than in an inductive approach (Babbie, 2010). The use of the existing theory helps researchers to identify key concepts or variables as initial coding categories (Snieder & Larner, 2009). In the same way, this study used the constructs of the TAM, perceived ease of use (PEOU) and perceived usefulness (PU) as the initial coding categories.

The open-ended questions from the interview guide were also used, followed by questions about the predetermined categories. The researcher used probes to precisely explore the respondents' experiences of mobile marketing adoption, their perceived ease of use, perceived usefulness, as well as their behavioural intention to adopt

mobile marketing. Coding was conducted by using both of the two strategies, the TAM constructs as well as the open-ended questions.

3.11.2 The NVivo 11 Software

The transcripts of the fifteen interviews from the target population, SME owners and managers, were coded and analysed to realise the objectives of this study. Wilkinson (2000) postulates that data must be classified or coded in some way before analysing it. In this regard, content analysis was engaged to examine the categories that the data comprised. The data was then summarised into fewer categories, which were easier to manage. To assist in the data analysis process, the NVivo 11 software was used. Nvivo 11 was deliberately endorsed for the data analysis process because of its ability to manipulate large amounts of data (Blismas & Dainty 2003:457). Nvivo 11 makes most of the repetitive and mechanical aspects of qualitative research more accessible and more efficient (Bazeley & Jackson, 2013). Nvivo 11 also permits researchers to retrieve code data and develop theory building and modelling (Blismas & Dainty, 2003). Nvivo 11 allows the management and organisation of research projects with many separate data sources to support more transparent and systematic approaches to coding.

Data collected from the interviews were analysed through the use of Nvivo 11. The transcripts from the interviews were uploaded to the Nvivo 11 software. A new Nvivo project was created and named “Mobile marketing adoption”. To code the data added to the Nvivo 11 software, thematic nodes were created. After the data was added, nodes and data sources were organised in hierarchies. After the whole process of data coding, tools were used to interrogate coding and data sources. Diagrams were created to present the data analysis. Finally, data analysis reports were generated and exported from the Nvivo 11 software.

The transcripts from the interviews were coded using the content analysis and the Nvivo 11 software. The patterns, categories and themes of the analysis were derived from the data in the interview transcripts. Seven themes emerged from the data, and these themes were guided by the respondents’ answers to each interview question. Findings from the data analysis included the explanation of the interviews, category development and themes. After analysing the data, the themes and comments were re-

examined to decide if they could be embodied in the conceptual framework (TAM) outlined in chapter two of this research study. Subsequently, some of the themes mirrored the constructs of the TAM, the perceived ease of use and perceived usefulness. The other themes that emerged from the data coding included the cost of adopting mobile marketing, management support, availability of funds, employee capability, competitive and customer influence as well as behavioural intention to adopt mobile marketing.

3.12 Ethical Considerations

The research could not proceed to the data collection process without approval from the University of Cape Town Commerce Research Unit. The University of Cape Town Code for Research Involving Human Subjects' was used as a guideline for conducting this research since it proposed to engage the SME owners in the Western Cape tourism and hospitality industry as the research participants. Permission to access contact details of the SME owners was obtained from WESGRO as a separate process. The research was voluntary, and the identified respondents were not getting paid for their participation. Since the interviews were on a volunteer basis, there was no penalty in the case that the identified respondents chose not to participate or change their minds not to finish the interviews. Willing participants signed an informed consent form that clarified their right to withdraw from the research before the yielded data was recorded.

The researcher ensured the protection of the respondents' well-being and identity throughout the study. The presentation of the final report complied with the anonymity principle that ensured that the identification of the respondents could not be traced or viewed by the readers. The researcher applied the confidentiality terms by signing a declaration that the researcher would not divulge the respondents' identities in any publication or report. No third parties would be allowed access to the respondents' data as they could misuse it for other purposes other than research. The researcher provided detailed information on the purpose of the research and the expected outcomes.

3.13 Limitations of the study

Limitations of any given research study are the characteristics of the research design or methodology that either impacts or influences the interpretation of the research findings (Price & Murnan, 2004). Limitations can either impact validity or generalisability as well as practical application of research findings, and therefore it is necessary to report the research findings accurately. The limitations of this study focus on several areas. The downside of this study was that it was time-consuming. Data collection was conducted with fifteen SME owners. Data collection was time-consuming as it was done based on the response dates of each participant on the online survey. So the entire process ended up taking two months.

Another setback of the study was the lack of result verification. Qualitative research is mostly open-ended, and the participants have more control over the data collected. This makes it difficult for the researcher to verify the results objectively against the scenarios stated by the respondents. For example, it was difficult to verify the SME owners and managers' perception of mobile marketing adoption and its effects on their businesses. The study was difficult to replicate as it was based more on the opinion and judgment rather than the results. It required thoughtful planning to ensure that the obtained results were accurate since qualitative data is not easily analysed mathematically.

3.14 Elimination of Bias

Bias in research is a misrepresentation of the research results by including factors that are not allowed in the research derivation (Dillon et al., 1993). Bias can naturally occur at any stage of the research, including the research design, the data collection as well as data analysis. Some data quality concerns can occur during the data collection and data capturing process, and these affect the validity and reliability of findings. The purpose of quality control during this process is to ensure that the data collected is fit for use. Likewise, there is the need to militate against issues such as the respondents' as well as researcher bias. Interviewer bias is common as preconceived ideas may negatively affect the direction of an interview towards the interviewer's perceptions (Dillon et al., 1993).

A biased question from the interview guide can influence the respondent's answer resulting in biased data. The interview guide was checked for biased questions before the actual interview. These were recognised, rephrased and some were removed before the actual interview. The researcher also checked for leading questions and neutralised them to reduce bias. The respondents can also create bias from misunderstood questions. Different interpretations of words can cause bias. The researcher made sure that all the terminology used in the interview guide was best simplified.

A wrong sample is another cause of bias in research. This consists of respondents who do not represent the group of interest and end up being interviewed. Inadequate screening and recruiting can cause this. This research study about the adoption of Awesome South Africa mobile travel application as a marketing strategy was intended for SMEs in the Western Cape tourism and hospitality industry. The accommodation sector was the target segment. So respondents from the other sector of the tourism and hospitality industry were not applicable.

3.15 Chapter Summary

This chapter focused on the research methodology used in this study. The research onion was introduced as the guiding structure to this chapter, and each layer of the research onion was explained. The population and sampling strategy used for the study were also discussed using practical examples of the importance of the strategy. The research design was exploratory. An interpretive research paradigm was employed as the research philosophy. The chapter also outlined the in-depth interviews as the data collection instrument used. This chapter also discussed the reliability and trustworthiness of the research instrument through conducting a pilot study. The sampling technique of this study was purposive, and fifteen SME owners and managers made up the final sample. The scope and limitations of the study as well as the elimination of bias were highlighted. In chapter four a discussion of the research findings is presented.

CHAPTER FOUR

RESEARCH FINDINGS: ANALYSIS, DISCUSSION AND PRESENTATION

4.0 Introduction

This chapter presents the research findings and an overview of the qualitative analysis of this research study. This study is not projected to be generalised to a large population; instead, it attempts to deepen the understanding of mobile marketing adoption by SMEs in the Western Cape tourism and hospitality industry by describing the data from the interviews. The researcher presents the themes followed by thematic data analysis and content analysis.

4.1 The SME Sample description and response rate

This section presents the sample description and the response rate of the target population. The final sample, from which data was collected, consisted of fifteen SMEs offering accommodation in the Western Cape tourism and hospitality industry. It was essential to ensure that the sample of the study represented the existing data from the area in question. In this section, the demographics and geographic location of the sample of fifteen SMEs were described. The target population for the research was SME owners and managers. The response rate of the research was 100%. The SMEs were distributed in various locations within the Western Cape Province. Interviews were conducted to the point of unique data saturation.



Figure 4.1 Map of the Western Cape Province Source: Room for Africa 2018

A further description of the SMEs was created to evaluate the necessary demographic information of the sample. The summary of the basic demographic information is shown in Table 4.SME Owner	6	40 %
SME General Manager	7	47 %
SME Marketing Manager	2	13 %
Other	-	-

Table 4.1 Position of respondents in the SMEs.

The Respondents of the research survey were asked to state their positions within the respective enterprises they were representing. Results presented in Table 4.1 indicate that six of the participants were owners of the SMEs in the Western Cape tourism and hospitality industry, while seven were managers of the respective SMEs and two participants indicated that they were marketing personnel of SMEs in the same economic sector. Finding the SME owner or manager was significant in obtaining accurate information on mobile marketing adoption as well as accessing qualitative insights from each respondent. Out of the fifteen respondents only two of them had marketing expertise, one is a marketing consultant and another, a marketing intern. Thirteen of the respondents had other qualifications not related to marketing which in some way affected their appreciation of mobile marketing.

Small to Medium Enterprises run by managers look like they had more initiative towards mobile marketing adoption other than those run by their owners. This could have been enhanced by managers' qualifications in hospitality management and in marketing, which gave them a clearer picture of the benefits of mobile marketing. Fifty per cent of the owners were housewives who ran the SMEs for extra income, but they did not possess any management qualification, hence affecting their appreciation of mobile marketing in their respective businesses.

Less than 1 year	-	-
1 – 5 Years	2	13 %
6 – 10	7	47 %
11 – 15	2	13 %
16 -20	3	20 %
20+	1	7 %
Total	15	100 %

Table 4.2 Years of experience in the position.

Table 4.2 shows the number of years that the owners and managers of SMEs had in their different positions that they held. Two of the participants indicated that they had been in their positions between one and five years. Seven had been in their positions between six and ten years. A further 2 of the participants stated that they had been in their positions for between 11 and 15 years, while 3 of the respondents had been in their positions between 16 and 20 years. Moreover, only 1 of the respondents indicated that she had been running her business for more than 20 years. The years of experience of each respondent in the different enterprises, helped the researcher to understand how each of the respondents would appreciate the potential of mobile marketing within their marketing functions compared to their past marketing practices.

4.2 Emerging Themes

The data collected from the interview transcripts was sort in order to aggregate repeating ideas. The possibility of an idea to represent an essential aspect in data analysis rises with the number of times it repeats. Coding a given theme permitted the researcher to understand the expressions of ideas relevant to this research. An example of a theme may be a concept of any size and a unit of text that could be assigned to more than one theme simultaneously. The consistency of coding was kept by developing names, rules for assigning a given code and examples manually. Similarly, the coding manual then established rules that outlined theme properties. These could be equally used to validate the inclusion of each interview data that was

being assigned to the theme as well as to provide a basis for replication in future research.

Likewise, the coding consistency of the sample was regularly tested by the researcher through the re-examination of the assigned coding. The final re-examination of the coding for the whole sample was piloted to address any changes in the researcher’s view of the theme properties and any possible researcher coding fatigue. In the same way, two more interviews were coded in the same manner and the coding compared to the sample coding. Adjustments to the code manual were made, and the remaining transcripts were coded. During the data analysis stage, themes, names, definitions, and rules were developed, and they continued to progress as other interviews were analysed. The whole process of re-examining the coding procedure, during and after the transcripts were coded, was carried out for all of the fifteen interview transcripts. Table 4.3 below shows the themes identified in individual interview transcript analysis.

Themes	Number of Sources
Perceived Usefulness	10
Ease of Use	11
Cost of Adopting	15
Management Support	12
Availability of Funds	15
Employee Capability	15
Competitive and Customer Influence	15

Table 4.3 Themes identified in individual interview analysis

The next section discusses the themes shown in **table 4.3** as the factors influencing the adoption of mobile marketing amongst SMEs in the Western Cape tourism and hospitality industry.

4.3 Thematic Data Analysis

The focal point of this section is to present and discuss the key themes that emerged during data collection. The key themes that emerged were as follows:

- *Theme One:* Digital marketing channels: The first theme that emerged from the respondents was the acceptance and use of digital marketing channels such as social media marketing, mobile websites, SMS, mobile applications, emails and QR codes.
- *Theme Two:* Challenges confronting SMEs. It was established that SMEs owners and managers had been confronted with a myriad of challenges in their business operations.
- *Theme Three:* Perceived usefulness. When adopting new technology, respondents indicated that the perception regarding the use of that technology is a major driving factor for firms to adopt and accept that technology. There should be tangible benefits presented by the technology for managers to make firm purchase decisions.
- *Theme Four:* Ease of use. In addition to the perceived usefulness of technology, there should be cause for the technology to be easily integrated into the firm and used without complications or difficulties.
- *Theme Five:* Cost of adopting. The cost of purchasing and installing the technology should be reasonable and in line with the firm's affordability and within budget. Some costs come as a result of technical expertise; thus for SMEs, the focal point is to minimise costs as much as possible.
- *Theme Six:* Management support: The success of these mobile applications and systems is to a greater extent, influenced by management support. Lack of management support can scuttle the implementation of functional systems.
- *Theme Seven:* Employee capability. Willing and capable employees should support new technologies. Therefore, it is imperative to re-skill employees in line with the requirements of new systems.
- *Theme Eight:* Competitive and customer influence. The SMEs should be able to read whether competitors or customers are influencing their need for mobile marketing adoption. This is vital when putting up a strategy for mobile marketing adoption.
- *Theme Nine:* Behavioural intention. The intention to adopt mobile marketing

is influenced by the advantages attached to mobile marketing. It is therefore imperative for mobile marketing innovators to educate the SME owners and managers on the benefits of adopting mobile marketing.

4.3.1 Mobile Marketing Adoption among SMEs

The first theme that emerged from the respondents was the acceptance and use of digital marketing channels such as social media marketing, mobile websites, SMS, mobile applications, emails and QR codes. The mobile marketing landscape is constantly changing, with new tools evolving and becoming popular over time. It was therefore imperative to get insights into which mobile marketing channels SMEs in the Western Cape tourism and hospitality industry are currently using. When asked on which mobile marketing channels they had adopted, the respondents stated that:

“We have our own official Facebook page, which we find much better because it is more personal, interactive with customers, they have the benefit of seeing what exactly we are offering as well as the promotions on our prices”[Respondent 1]

“We have a mobile website, social media and a mobile application available for smartphones and androids. Our mobile application is available for smartphones and androids, and it allows customers to make bookings to our lodge from wherever they are. We are targeting the app at our core consumers, who are young and tech-savvy, the app shows all of the hotel product, and the app is updated every three months”.[Respondent 3].

“Our main focus currently is introducing Instagram as part of our mobile marketing channels; we feel this will be an advantage to post pictures and market new product lines and highlight trends. This allows for followers to engage with the brand by following and sharing images” [Respondent 4]

” We have a lodge locator available on our mobile website making it easier for customers to find us.”[Respondent 5]

“We currently have Facebook advertising campaigns to help us reach to our current customers and potential customers. It gives us the opportunity to reach and engage with customers nearly instantly. It also can be challenging, however, because feedback from customers need to be responded to very quickly or else it seems that we are ignoring queries.” [Respondent 9]

“Our lodge uses social media and a mobile website. We post the same content on all of the social media sites as well as on our mobile website. So, they all get the exact amount of attention, you know, it is across the board”. [Respondent 10].

“For marketing, we use Instagram and Facebook but mainly Facebook because they are more of a visual aspect and the customer can direct message me”. [Respondent 12].

“Facebook allows us to open a Facebook page and post our marketing content without any considerable costs and also it allows our customers to read our posts, like them, comment and share with other Facebook users”. [Respondent 14]

“Customers visit our mobile website, make bookings there and payments. It saves time, and it is convenient. However mobile websites and mobile applications are costly because of the monthly maintenance and upgrading costs”. [Respondent 15]

Of the fifteen research participants only ten SME owners and managers had adopted mobile marketing. The other five respondents had not adopted mobile marketing. From the response of the interview participants, social media was being used the most as a mobile marketing channel with a 73% rating. Mobile websites and SMS had a second-place ranking of the most used mobile marketing channels. Mobile apps and emails had usage of (7 %) each while the Quick Respond codes had (0 %). These findings expanded on the results of previous studies, which had mostly identified low cost as the main benefit of social media marketing for small businesses (Schaupp & Bélanger, 2014). Among other factors, the cost was indeed a significant influence of the choice of mobile marketing channels by the SMEs.

The relatively widespread use of social media tools also contrasts with Durkin et al.’s

(2013) suggestion that small business owners are hesitant to adopt new mobile marketing techniques. Within their broad usage of multiple mobile marketing channels, however, the participants indicated that they rely on the use of Facebook mainly because of its ability to convey visual images of their products to customers and also the fact that it does not require any upfront and maintenance costs. Harrigan, Evers, Miles & Dalcy, (2012) reported that small business owners in their study were more inclined to use familiar forms of mobile marketing, such as social media, e-mail and SMS, instead of learning about and utilising new forms of mobile marketing. The respondents agreed that social media was easy to use and manage. On the one hand, findings indicate that mobile marketing non-adopters seem to be unaware of the benefits of adopting mobile marketing. Two main factors emerged as main influences on the choice of mobile marketing channels among the participants, proven success and customer response.

4.3.2 Challenges confronting SMEs

It was established that SMEs owners and managers had been confronted with a myriad of challenges in their business operations. A total of five respondents from the research sample in question were non-adopters of mobile marketing. When asked why they had not adopted mobile marketing, the respondents gave varying responses such as;

“I am fifty-eight years of age, and I own this lodge, I am too old to be learning new things, and I do not think that my employees have the necessary skills to understand the mobile marketing phenomenon. Therefore we do not use any mobile marketing here”. [Respondent 6]

“It is difficult for me to focus on implementing mobile marketing here simply because I wear many hats. I am the manager. I also run the front office as well as the marketing function”. [Respondent 7]

“This lodge is only a year older and employing a person responsible for marketing would be too costly for us. We will consider it though in the long run”. [Respondent 8]

“I think our lodge lacks the necessary resources to engage in mobile marketing and our existing resources of the businesses cannot support further

improvements of our marketing functions”. [Respondent 11]

The respondents whose enterprises had not adopted mobile marketing had various reasons for not engaging mobile marketing within their marketing functions. One of the respondents blamed it on age. The other respondent pointed out that there was a need to have distinct individuals running and concentrating on the marketing function in his individual enterprise. However, one participant argued that their enterprise was too small and their operations did not afford to employ marketing personnel hence affecting their exposure to mobile marketing. Some enterprises seem to be deterred from adopting these technologies because mobile marketing is perceived to be a complex system for complex organisations.

4.3.3 Perceived Usefulness

When adopting new technology, respondents indicated that the perception regarding the use of that technology is a major driving factor for firms to adopt and accept that technology. There should be tangible benefits presented by the technology for managers to make firm purchase decisions. When asked about the advantages of using mobile marketing the respondents expressed various benefits attached to the use of mobile marketing within their marketing functions. Supporting quotes from participants included the following:

“Mobile marketing is essential for marketing and getting the word out there, but it does not generate the sales that you need in order to stay in business. So one still has to do traditional marketing. One still has to do the old way of marketing in order for it to work because mobile marketing is so large now that even if one is posting maybe 5000 pictures a week, that does not mean that it is reaching their audience. It is good, but then one cannot just totally rely on that alone”. [Respondent 1]

“I use a mobile website in my enterprise, and I have experienced increased website traffic through Facebook, which has translated into more online sales”. [Respondent 2]

“Since we started using mobile marketing in our business we have managed to create a network of customers even in areas far from here. Mobile marketing is beneficial”. [Respondent 3]

“Everybody has his or her phone on them at all times, so if tourists want to make a booking for accommodation in the Western Cape, he or she can automatically do it from their mobile phones, and it is just a lot more convenient, and it saves much time.” [Respondent 4]

“What mobile marketing offer is similar to word of mouth? I mean, I can post a picture, and someone else can share it, or they can tag someone who might have an interest in it. So, I mean, for me it is just today’s form of word of mouth”. [Respondent 5]

“We feel that mobile marketing has helped us to engage with our customers a lot more. We are getting to know and understand our customers and their expectations. Our Facebook page is successful. Our customers share their opinions about our hospitality services”. [Respondent 6]

‘I feel it is much easier to create and build relationships with mobile marketing. After a guest stays at our establishment, we do ask them how their experience was. To encourage the building of relationships we do reward our customers, we would ask customers to sign up with their email address and send out promotion codes of discounts on our hotel product and this way we feel the customer felt important and recognised, creating customer loyalty hoping the customer will keep coming back.’ [Respondent 9].

“Our mobile website is beneficial and is doing well we generate many sales online, it is becoming more popular because customers can access our website anytime and anywhere. Customers have the opportunity to search product information before making a booking. Customers can make bookings anywhere at any time and in their comfort”. [Respondent 10]

“Our marketing department focuses on listening to customers conversations online. We aim to keep customers interested by sharing interesting content that is relating to accommodation, and it’s important for us to interact as much as we can online to show our customers that we are interested in them. When our customer makes bookings online was ask them to set up an account

asking for simple details one is their email address, we would try to get to know our online audience more by emailing them newsletters, surveys acknowledge them in a “ Thank you email” for doing business with us”.
[Respondent 12]

“Mobile marketing has helped me to network with other businesses in the industry, and this has helped me to build relationships and establish several collaborations with them”. [Respondent 14]

“Mobile marketing has helped our business to improve on our service delivery, since it allows us to know what the customer is looking for, hence making sales easier for us”. [Respondent 15]

All of the respondents using mobile marketing agreed that they were motivated to use mobile marketing as it could improve their job performance. Regarding the benefits experienced with the use of mobile marketing, respondents seem to agree with the fact that mobile marketing helps them to build relationships with customers, attract new customers and increase their sales, both physical and online. The most mentioned benefit of mobile marketing was its ability to help business build relationships with their customers. One participant with a website had experienced increased website traffic through Facebook, which was translated into more online sales. Participants also mentioned that mobile marketing helped them to improve their service delivery, as it allowed them to know what the customer is looking for hence making sales easier for them. One of the participants also stated that mobile marketing had helped her to network with other businesses in the industry as well as establishing several collaborations with businesses from her area.

One of the participants who is an SME manager argued that while the company does rely on mobile marketing to build relationships with their customers, more traditional methods such as talking with their customers on the phone could not be possibly ignored as it proved to be the most beneficial experience in marketing. One respondent also argued that small businesses should use online tools as a complement to, rather than a replacement for, traditional marketing and networking practices. Likewise, another respondent mentioned that it was difficult for him to monitor the

online impact of mobile marketing in their business.

4.3.4 Perceived Ease of Use

In addition to the perceived usefulness of technology, there should be cause for the technology to be easily integrated into the firm and used without complications or difficulties. Potential users of a system may believe that a given application is useful in performing their job, but at the same time, they may tend to believe that the system is too hard to use. The participants of the research were asked if they found mobile marketing easy to use within their marketing function, frustrating to use or required too much mental effort.

“I can usually pick up a cell phone, even one that I have never seen before and once I have learned how to get past the first menu, it is over and done with.” [Respondent 2]

“It took me a couple of hours to learn how to use a mobile application for marketing”. [Respondent 3]

“Doing business in the digital age may have made using mobile devices easier for me. I do not think it is tough to understand, but, you know, that is just my opinion because I am doing business in a digital age.” [Respondent 5]

Of the fifteen who responded to a follow-up question asking how easy or difficult they would find learning to engage mobile marketing in their marketing function, nine perceived that the learning process to be “easy,” “very easy,” or “very, very easy.” Six participants indicated slightly less confidence than the previously mentioned participants but still did not find the learning process difficult. They used phrases such as “pretty easy,” “It was not particularly difficult for me,” and “not too hard.”

4.3.4.1 Complexity of using Mobile Marketing technologies

One of the interview questions was to ask if the participants found mobile marketing technology complex to use. These were the results,

“At the beginning, I was reluctant to use mobile marketing because I had a certain aversion to technologies, I have not been raised with them, and I am not so good at using them, but nowadays you have to do anything if that

means improving your business”. [Respondent 9]

“I still struggle sometimes with certain Facebook options, and I have to ask for external help on these occasions”. [Respondent 14]

“To avoid the complexity of using mobile marketing, you have to treat it just as sophisticated and compelling as your traditional marketing efforts”. [Respondent 5]

“In order to cope with the ease of use of mobile marketing, a marketer needs to understand their audience well before choosing which mobile marketing channel to use”.[Respondent 3]

As observed from these responses, some participants found mobile marketing complex to use as part of their marketing functions. The reasons given for the complexity of mobile marketing included lack of basic skills of how the mobile marketing function worked as well as how it could be incorporated within their already existing marketing function. The respondents also had issues using sophisticated technology like smartphones and mobile applications. However, respondent 5 suggested that the complexity of using mobile marketing could be avoided by treating it the same way as companies treat their traditional marketing initiatives. Moreover responded three mentioned that there was a need for the marketer to understand his or her target market before choosing the appropriate channel.

4.3.4.1 Mobile Marketing Frustration

Likewise, another factor affecting the ease of use of mobile marketing was frustration. The respondents were asked if the mobile marketing phenomenon was frustrating to use. Two respondents emphasised that,

“It is hard to build online relationships with clients. The traditional way of having telephone conversations with customers adds that human element to the marketing function hence it should not be completely ignored”. [Respondent13].

“If the marketers create the right content for their customers, they would not be frustrated, as they would get favourable feedback from the customers”.

[Respondent 1]

One of the participants was frustrated by the use of mobile marketing within their marketing function. The frustration emanated from a lack of understanding of how mobile marketing would go about helping them to build relationships with customers to their business. However, another respondent emphasised that creating the right marketing content for the rightful audience would avoid frustration.

4.3.4.2 Mentally challenging

Respondents were also asked if they found the use of mobile marketing mentally challenging.

“A marketer simply has to carefully plan and plot their strategy in order to avoid much mental effort”. [Respondent 3]

“I think there is a need for marketers to understand the technicality of mobile marketing in order to reduce the straining factor of one’s mental faculty”.[Respondent 5]

“I enjoy using mobile marketing, and the mental effort factor is not an issue for me”. [Respondent 9]

From the responses given by the participants, one respondent found mobile marketing enjoyable and not mentally challenging. Respondents 3 and 5 agreed that it was the duty of the marketer to overcome the issue of mental challenge regarding using mobile marketing. The two respondents emphasised that there was a need for one to have a strategy of handling mobile marketing as well as understanding the technicality of mobile marketing. Early adopters of mobile marketing have expressed that they were comfortable with the complexity level of the adopted mobile marketing channels.

4.3.5 Cost of adopting Mobile Marketing

The cost of purchasing and installing the technology should be reasonable and in line with the firm’s affordability and within budget. Some costs come as a result of technical expertise; thus for SMEs, the focal point is to minimise costs as much as possible. Eid & El-Gohary (2013) found evidence that the allocation of sufficient resources to mobile marketing is an important predictor of success. The researcher

wanted to establish how the SMEs related to the cost of mobile marketing adoption and the responses were:

“Social media is a way of free advertising, I could have chosen to advertise my business through billboards or the press, but with Facebook, you reach many more people for free”. [Respondent 9]

“I can say we are hesitant to adopt new systems. Although we are trying to keep up with technology, we are concerned about the total cost of ownership and product support”. [Respondent 8]

“We are scared of the high license and implementation costs. We fear that once the investment is made, support is unsatisfactory and we will be obligated to seek help from specialists at a cost that the business cannot afford”. [Respondent 11]

“The resolution to spend in new technology is a risky proposition. If we get it wrong, the decision could be the death knell of this establishment. The ICT market is flooded with limited solutions for SMEs. We cannot afford fully integrated solutions, and we must still choose the providers of individual components and work out how best to mix each solution into our business”. [Respondent 13]

“The estimation of the benefits and the costs of adopting mobile marketing helped us to decide on appropriate resource allocation for the integration of mobile marketing into the business activities”. [Respondent 5]

“By understanding the benefits and the costs of adopting mobile marketing, the enterprise could also identify risks of adopting mobile marketing and the risk of not adopting it. The identification of these factors could be helpful to determine whether the business was ready to initiate mobile marketing”. [Respondent 10]

“I think that the expenses of adopting mobile marketing could be considered as an initial investment. The purchasing of a server, computers, routers,

firewall and software, the expenses of web design, maintaining websites, recruiting experienced personnel is high. If companies were inexperienced in mobile marketing or lack of skilful employees, it probably could be a good idea to use the services offered by web hosting companies. [Respondent 14]

“We have high costs of using mobile marketing because we are outsourcing our mobile marketing function to get professional mobile marketing, to grow our brand and to maximise on the benefits of mobile marketing”. [Respondent 12]

“The challenge with mobile applications and mobile websites is that they attract several costs like development costs, design costs, data storage costs, maintenance costs as well as marketing costs”. [Respondent 6]

“Although the costs of adopting the mobile websites and mobile applications are high, we believe that mobile marketing will help us to gain great benefits in our marketing efforts”. [Respondent 2].

From the observation of the responses given by the participants, five of the respondents realised relatively high costs of mobile marketing, although they understood the benefits attached to mobile marketing. These respondents were concerned with the total cost of ownership and product support, lack of finances to get help from specialists and implementing mobile marketing. However, the respondents who realised the low costs of using mobile marketing had engaged social media such as Facebook as their mobile marketing channel. The engagement of technological innovations is usually accompanied by high start-up costs or expensive software or online packages (Ghobakhloo, Hong, Sabouri & Zulkifli, 2012:58). Technology adoption is also affected by indirect costs such as training staff or hiring personnel with the requisite knowledge to manage the technology. While there was a variation in the way that the respondents perceived the manageability of costs to adopt mobile marketing, thirteen of the SME owners and managers perceived that the costs of adopting and using mobile marketing were manageable. This depended on the type of mobile marketing channels employed by each SME. Investing in primary organisational resources seems to have a strong influence on the adoption of mobile marketing for some of the SMEs. Companies with minimal resources were reluctant

to adopt mobile marketing.

4.3.6 Management support towards Mobile marketing adoption

The success of these mobile applications and systems is to a great extent, influenced by management support. Lack of management support can scuttle the implementation of sound systems. Excellent management decisions are crucial for the success of any organisation. Concerning mobile marketing adoption, the respondents were asked about how their management supported the adoption and use of mobile marketing in their enterprises. The responses were as follows:

“Our management does gather the information about our consumer needs and preferences. This has helped us to match our clients to the perfect mobile marketing channel. This is vital for the success of mobile marketing”.
[Respondent 1]

“Market research by our management has helped us to understand the expectations of our customers resulting in easy relationship building”.
[Respondent 2]

“Understanding what is happening in the market has helped us to pro-actively manage our online reviews from mobile channels like Facebook pages as well as exploring other innovative technologies that could endorse our mobile marketing initiative”.[Respondent 3]

“We have invited software companies on-site to demonstrate how the technology can help us manage our operations”. [Respondent 4]

“Our management sets aside a reasonable budget towards the mobile marketing function. Allocating a certain budget towards the adoption of mobile marketing is the first and crucial step to realising the viability of mobile marketing in enterprises”. [Respondent 5]

“Management should define to us the business objectives and explain how mobile marketing would help the enterprises meet the organisational goals”
[Respondent 6]

“I think our management needs to incorporate mobile marketing into the

company's strategic goals". [Respondent 7]

"Our management promotes an attitude of trying new things, new mobile marketing channels. This has helped us to stay ahead of the mobile marketing curves". [Respondent 9]

"The problem we have as an organisation is that our management has not prioritised adopting mobile marketing into our marketing function". [Respondent 11]

"Well, our management is ignorant of the mobile marketing feature, and they are still basking in the glory of traditional marketing". [Respondent 13]

"Our management participates in mobile marketing by fostering mobile presence of the enterprises on different mobile marketing channels especially social media". [Respondent 14]

"To make mobile marketing successful, management should have information on how our competitors are performing in mobile marketing. This would help the business on how to participate in mobile marketing". [Respondent 15]

It can be noted that early adopters of mobile marketers amongst the SMEs have a strong managerial commitment to adopting new technologies. This commitment has been characterised by the management being strategic, informative and having a provision of a mobile marketing budget. However, the results of the research indicate that laggards and prospectors have less enthusiastic management compared to early adopters. Four respondents from the total sample had no managerial support towards the adoption of mobile marketing within their respective enterprises. In order to realise the adoption and the success of the mobile marketing initiative, the SME owners and managers also suggested the need for the management of enterprises to be strategic. Management needed to be strategic in their approach to mobile marketing adoption. The research participants also agreed that in light of supporting the adoption of mobile marketing, the management needed to be informative by providing the SMEs with useful information on the prospects of mobile marketing within their enterprises.

4.3.7 Availability of Funds to adopt Mobile Marketing

SMEs are typically confronted with limited funds as well as higher interest rates in addition to credit rationing as a result of their limited ability to provide collateral. The survey participants were asked if they had available funds to adopt mobile marketing and if it would be easy for them to get funding to support the adoption of mobile marketing from private financial institutions like banks. From the total sample, only six SMEs had funds available for the implementation and support of mobile marketing within their respective enterprises, while the remaining nine of the sample did not have funds or enough funds to support or implement mobile marketing. Below are the different responses from the participants.

“We do not have enough funding for the adoption of mobile marketing channels like mobile applications and mobile websites. We have resorted to using social media. We use Facebook because it does not require upfront and maintenance costs to run. It is not easy to get a loan because we do not have enough collateral”. [Respondent 8]

“We do need financial support in order for us to support and adopt mobile marketing channels like mobile applications within our marketing function. I think the department of small business could help us”. [Respondent 11]

“Honestly we are struggling to channel reasonable funds towards mobile marketing adoption. We have approached the department of small businesses, and we are still waiting for a favourable response”. [Respondent 13]

Most of the SMEs that lacked funds to adopt mobile marketing mentioned that they could not get loans from banks since they did not have collateral. Other respondents mentioned that they had approached the department of small businesses for financial assistance and they were still waiting for a favourable response.

4.3.8 Employee Capability

Willing and capable employees should support new technologies. Therefore, it is imperative to re-skill employees in line with the requirements of new systems. Employee involvement is key to the success of mobile marketing. The research participants were asked about how they boosted employee involvement in mobile

marketing:

“We allow all our employees to use mobile marketing. They have access to free Wi-Fi during their lunch breaks and some during the working hours. All they do is to read the content posted on the social media by the marketing team, like the posts and share them with their friends on social media”
[Respondent 8]

“I think for us we outsourced the mobile marketing function hence there is no need for our employees to acquire mobile marketing skills”. [Respondent 6]

“Our main challenge contributing to our employees not using mobile marketing is because we do not have enough resources, like Wi-Fi, that would allow them to use mobile marketing”. [Respondent 9]

“My team is aware of the importance of mobile marketing, and I encourage them to interact and build relationships with customers on social media”.
[Respondent 10]

“I wish I had sufficient money to take my employees for training so that they could learn all of the techniques, especially about running mobile marketing and the newer mobile marketing apps out here”. [Respondent 11]

“We still need to teach them the importance of building relationships with clients through mobile marketing”. [Respondent 12]

“They are not exposed to mobile marketing related skills because we have not adopted mobile marketing as yet”. [Respondent 13]

“Our marketing team is exposed to content creation, effective customer engagement programs and pro-actively managing online reviews on social media platforms” [Respondent 14]

The summarised findings indicate that most of the SME owners and managers were exposing their employees and subordinates to learning mobile marketing related skills. However, some of the respondents were not exposing their employees to mobile marketing. The reasons given were that it was hard to build an online relationship with customers while some argued that their employees were just not

aware of the importance of creating online relationships with customers. All participants agreed that the lack of training of their employees is a barrier to more effective use of mobile marketing. This finding is in line with the earlier findings of Cronin-Gilmore (2012); Harrigan et al. (2012), who found that the lack of available technical training for small business owners to be a factor hindering the take-up of mobile marketing among this group. It has been found that enterprises that had not adopted mobile marketing emphasised the need for systems that would be easy to use by employees. Some of the participants expressed that mobile marketing was too advanced for their employees to use.

4.3.9 Competitive and customer pressure to adopt Mobile Marketing

The changing lifestyles and expectations of customers coupled with increasing threats of competition from larger regional, national and multi-national firms pose significant challenges to efficiency and sustainability of traditional marketing practices implemented by SMEs. The research survey participants were asked if they had adopted mobile marketing due to competitive or customer pressure.

“We opened a Facebook page for our business following the advice of some of our customers who needed to stay in touch with us”. [Respondent 1]

“Our observations of the number of people using social media and the successful use of mobile marketing by other small businesses in the hospitality sector convinced us of the importance of social media marketing”. [Respondent 2]

“I always found other lodges on social media. So I said, well, you know if this is working for this lodge or that backpacker, I may as well start to put pictures up”. [Respondent 3]

“If direct competitors are faster in adopting mobile marketing, they have a better chance to increase their market share. Firms not intending to adopt mobile marketing seem to have less pressure although operating internationally. One reason for this could be the business niche that these SMEs serve”. [Respondent 4]

“With the response that Facebook got and the number of followers that they gained so fast, I knew that was something I needed to learn”. [Respondent 5]

“The hospitality industry in the Western Cape has high competition, and mobile marketing adoption is a suitable competitive advantage”. [Respondent 6]

“Our competitors’ success in mobile marketing, influences us to adopt or continue using mobile marketing”. [Respondent 7]

“Our customers are demanding the use of mobile marketing by asking for our twitter handle, Facebook page.” [Respondent 8]

“This is my initiative to develop my business website after I noticed that many businesses already have their own website. The customers also influenced me”. [Respondent 9]

“Both our competitors and customers have influenced us to adopt mobile marketing. Our competitors are doing exceptionally well while our customers always ask for our twitter handle, Facebook page and Instagram name”. [Respondent 10]

“Well, I do not think that competition is too high to the extent that it can push us towards mobile marketing adoption”. [Respondent 11]

“We thought since we are living in a techno-centric generation, our customers would demand mobile marketing, so we did it for them”. [Respondent 12]

“I think it is both if your competitors offer what the customers want then they will get the following. So you should always ask yourself what is it that our competitors are doing that we are not doing”. [Respondent 14]

“As a business, we are not an island, we always check on what is happening next door. If it is good, then we copy and sometimes improve it”. [Respondent 15]

A focal establishment which has direct or indirect links with other organisations that have adopted an innovation is likely to adopt the same innovation (Teo, Wei & Benbasat, 2003). According to the responses from the participants, seven respondents agreed that they had adopted mobile marketing or would adopt mobile marketing because of competitive pressure. Three respondents argued that their intention to adopt or to continue using mobile marketing was not influenced by their competitors but was influenced by their customers. Participants 1 and 8 commented that they had decided to adopt mobile marketing for their business following the advice of some of their customers. This comment would support the effect of external pressure from the customers, which had proved to influence the adoption decision when implementing mobile marketing.

Two respondents agreed that they were influenced to adopt mobile marketing by both their competitors and customers. The participants also indicated that they had been convinced of the importance of mobile marketing by personal observations of the numbers of people using social media and the successful use of social media marketing by other small businesses in the tourism and hospitality industry. The use of information communication technology (ICT) innovations by organisations to respond to their competitors provides enhanced customer service and improves their relationship with suppliers. Altogether it drives the uptake of mobile marketing by smaller businesses compared to their larger counterparts. Three of the respondents agreed that they were adopting mobile marketing because of how their competitors were benefiting from it.

4.3.10 Intention to adopt mobile marketing

The decision of a person or organisation to get involved in a particular behaviour is heavily influenced by the expected outcome, which occurs as a result of performing the behaviour. As part of the survey, the participants were asked about their intention to adopt mobile applications as their mobile marketing strategy. The responses of the survey participants on their intention towards mobile marketing were,

“We would adopt a mobile application if we could get financial assistance from the department of small business. It is not only about the willingness but about the money too”. [Respondent 1]

“If the mobile applications vendors could lower their costs, make it easy to

use mobile applications and also offer training we would adopt them”.
[Respondent 2]

“Yes, we would adopt a mobile application as long as we get support from the leasing vendors”. [Respondent 3]

“We are considering adopting a well-established mobile application that would be helping us to attract international customers for our business”.
[Respondent 4]

“ We would adopt a mobile application to improve our sales, penetrate to a new market, provide better customer service, look for a new source of partners, and so on”.[Respondent 5]

“We would want to explore other cheaper mobile marketing channels like SMS and social media before we could venture in these big initiatives. Big companies would find it cheaper but for us, we are still struggling with other variable and fixed costs”. [Respondent 6]

“We would adopt a mobile application because we need to increase our opportunities to gain new customers and suppliers, minimise our business costs, improve the buying-selling processes, advance our customer relationship management, and facilitate a quick update of the product and enterprise information”. [Respondent 7]

“ Yes, we would love to adopt a Mobile application as long as it allows us to improve our brand loyalty, offer better customer satisfaction, effective way of collecting and maintaining customer data, lower costs of marketing compared to the traditional marketing costs and reach the target market”.[Respondent 8]

“Our next move is the mobile applications. They are the future and that they would allow personalisation of branding data insights, open a deeper level of engagement with customers as well as personalised interaction with customers”.[Respondent 9]

“The adoption of a mobile application would mean more costs of running

mobile marketing. Mobile applications and mobile websites demand development costs, design costs, maintenance costs and marketing costs and right now our business is still too small for such a move”. [Respondent 10]

“We will continue using affordable mobile marketing channels like social media and emails since which demand no upfront and maintenance costs”. [Respondent 11]

“Yes, I would adopt a mobile application and would recommend other SMEs to adopt mobile marketing as part of their marketing function”. [Respondent 12]

“I think we would need to try using the mobile application before we could fully implement it”. [Respondent 13]

“If our head office and top management support the initiative then we would adopt a mobile application because they are the ones who do the marketing for us”. [Respondent 15]

The respondents addressed that the enterprises must have an understanding of the aims of the mobile marketing because it could help enterprises to estimate the benefits and expenses of fulfilling them and then decide whether to continue adopting mobile marketing or not. Since intention to adopt mobile marketing is influenced by the benefits of using mobile marketing, two of the SMEs agreed that they intended to adopt mobile application if they got support on the initiative from the mobile application vendors. Respondent 15 emphasised on the importance of management commitment and support, in order to adopt a mobile application. The advantages of mobile marketing included among others, global reach timeous communication with customers as well as improved customer experience. Having relevant ICT experience is also perceived by SMEs to be an essential factor in helping them to decide to adopt a mobile application. Likewise in the case of a mobile application adoption, micro-firms were found to be unwilling to adopt mobile applications. This might be because they are not technologically and financially ready to adopt such systems. Also, it might be because they do not need these systems at this early stage of their business growth. From the sample in question and the SMEs that had already adopted mobile marketing, three respondents agreed to continue using mobile marketing as part of

their marketing function. Moreover, one respondent pointed out that he would recommend the use of mobile marketing to other SMEs in the tourism and hospitality industry.

4.4 Content analysis

Content analysis was used to study the text and data from the findings of this research study. The content analysis allows the examination of patterns in communication in a replicable and systematic manner (Bryman, 2011). It enabled the researcher to analyse the social phenomena in its non-invasive nature, in contrast to simulating social experiences or collecting survey answers. The process involved systematic reading and observation of texts from the data collected from the interviews. Codes were then assigned to indicate the presence of exotic, meaningful pieces of content. The codes allowed the researcher to analyse the patterns of data qualitatively. Computers are increasingly being used in content analysis to systematise the coding of documents (Bryman, 2011). Nvivo 11, a computational technique, was used to provide descriptive data such as word frequencies and document lengths.

4.5 Chapter summary

This chapter provided a presentation of findings collected from the interviews conducted with the fifteen SME owners and managers from the Western Cape tourism and hospitality industry. A summary of the significant findings was structured according to the themes raised by the research question of the study. An interview procedure was used to collect data from a sample of purposively selected SME owners and managers. The above findings will be drawn into a conclusion that connects the outcome of the data analysis with the objectives of this study. Details of the conclusion will be presented in the following chapter.

CHAPTER FIVE

SUMMARIES, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

The previous chapter presented the research findings on mobile marketing adoption by SMEs in the Western Cape tourism and hospitality industry. From the data presented in the previous chapter, this chapter gives a summary of the findings, conclusions and recommendations of the study. The purpose of the primary research was to find answers to the research question as well as filling in the gaps identified in the literature review of the study. This chapter, therefore, summarises the findings for each research objective and provides tourism marketers and academic research with relevant contributions. The following section briefly summarises the previous chapters of this thesis.

5.1 Summary of the research findings

As this study concludes, it is imperative to recap the objectives of the research study before deducing the extent to which they were achieved. The primary objective of this study was to analyse the adoption of Awesome South Africa mobile travel application as a marketing strategy among the SMEs in the Western Cape tourism and hospitality industry. The following primary objectives were formulated to enable the realisation of the main objective.

- To assess the role of mobile marketing in bridging the information asymmetry gap in the South African tourism industry.
- To identify factors that influence the adoption of mobile marketing by SMEs as a marketing strategy.
- To evaluate the use of ASA mobile travel application by SMEs since its inception in the year 2013.
- To make recommendations for improving the uptake of the ASA mobile travel application as a marketing strategy in the Western Cape travel and tourism industry.

5.1.1 Assessing the role of mobile marketing in bridging the information asymmetry gap in the South African tourism industry

The keen perception of the benefits of innovation is a corresponding antecedent of adoption (Lin, 2014:82; Wang *et al.*, 2010:806). Of the fifteen SMEs that participated in the study, ten respondents indicated that they had adopted mobile marketing. Mobile marketing is effectively leveling the playing field by providing small business owners access to the same marketing tools used by major corporations, at relatively low cost. It allows small firms to access widely dispersed populations of potential customers in ways that were not previously possible, and to compete within their sectors by engaging and communicating with individual customers online.

The appreciation of technology amongst tourists and other consumers, in general, may have accounted for the prominence of mobile marketing adoption by enterprises in the tourism and hospitality sector. This objective was realised through the analysis of the benefits of mobile marketing as the study found out that in overall, SME owners and managers had a very positive perception of mobile marketing as well as its ability to bridge information asymmetry through timeous communication, as well as to develop better relationships with customers. The positive perception that SME owners and managers had of mobile marketing in alleviating information asymmetry between consumers and producers would be central to strategies aimed at promoting a more well-disposed adoption of mobile marketing within the Western Cape Tourism and hospitality industry.

5.1.2 Factors influencing the adoption of mobile marketing

The second objective of this research study was to identify the factors influencing the adoption of mobile marketing as a marketing strategy amongst the SMEs in the Western Cape tourism and hospitality industry. From the response acquired from the interviews conducted with the SME owners and managers, the advantages attached to mobile marketing and the ability to use mobile marketing were the main issues that influenced mobile marketing adoption. This study has emphasised the need for the small to medium enterprises in the hospitality and tourism industry to be aware of the relative advantages of mobile marketing, and the need for these systems to be compatible within their existing ICT systems. Although complexity does not seem to

matter in mobile marketing adoption, this study emphasises the need for these new technologies to be easy-to-use. One misconception that most SME owners and managers have about mobile marketing is that these technologies are created for complex or larger organisations. It seems that SMEs are not only ignorant of the benefits of these technologies, but they seem to be uninformed of the complexity levels of these systems. This study also discovered that most of the non-adopting SMEs are content with their existing ICT systems, such as social media. Prospectors seem to be willing to adopt mobile marketing as long as they experience its benefits and have the opportunity to try these systems out before fully committing to implementing them.

The management support of any establishment towards mobile marketing adoption also has an impact on SME adoption of mobile marketing. Findings suggest that without management commitment and support, SMEs will not adopt mobile marketing. Industry and academic literature emphasises the importance of mobile marketing adoption. However, it is impossible for the management of any SME to back mobile marketing adoption unless they are aware of the rewards of adopting such technologies. This can be achieved by allowing SMEs to test these systems prior to making decisions of adopting them. The stance to investing any resource towards mobile marketing adoption might be one of the difficult decisions that management of any SME could ever take. It has been shown that mobile applications were technologies that needed organisations to be financially and technologically ready before adopting them. In the case of mobile marketing adoption, SMEs still consider their employee capability to use mobile marketing as an essential factor in deciding whether to adopt mobile marketing or not. Having significant ICT experience is also alleged by SMEs as an important factor in deciding to adopt the relevant mobile marketing channels from the pool of available mobile marketing channels. Likewise, the size of SMEs has also been established as a significant factor in adopting mobile marketing. In the case of mobile marketing adoption, micro-firms were found to be hesitant to adopt mobile marketing. This might be because they are not financially and technologically equipped to adopt such systems. In addition, it might also be because they do not require such systems at the early stage of their business growth. Competitive and customer pressure has also been found as having an impact on the adoption of mobile marketing by SMEs.

5.1.3 Evaluating the usage of ASA mobile travel application by SMEs since its inception

The third objective of this study was to evaluate the usage of Awesome South Africa mobile travel application by SMEs since its inception in the year 2013. This objective was realised through the details of the mobile marketing channels used and those intended to be used by the SMEs. The findings indicate that social media was the most utilised channel by the SMEs in the research sample. Social media has been mostly used due to its lack of upfront and maintenance costs as well as the easy to use factor. From the research findings, it can be noted that none of the SMEs were using or were aware of the Awesome South Africa mobile travel application.

5.1.4 To make recommendations for improving the uptake of the ASA mobile travel application as a marketing strategy in the Western Cape travel and tourism industry

The fourth and last objective of this study was to make recommendations for improving the uptake of Awesome South Africa mobile travel application as a marketing strategy in the Western Cape tourism industry. This objective was realised by analysing the behavioural intention of the SMEs towards mobile marketing adoption (section 4.8). From the summary in section 4.10, four respondents from the total sample intended to adopt mobile marketing because of its perceived usefulness (PU). Likewise, 73% of the participants agreed to continue using mobile marketing, while 55% agreed to adopt other mobile marketing channels. Moreover, 60% of the participants agreed that they would recommend mobile marketing to other SME owners and managers. Therefore in order to improve the uptake or adoption of ASA mobile travel application, there is a need for the innovators of this mobile application to take advantage of these statistics and penetrate this market.

Software vendors can increase the rate of mobile marketing adoption among SMEs by offering free trial periods before full implementation of ASA. This could build awareness and demonstrate to SMEs how mobile applications can improve their marketing functions. Likewise, a business will be able to assess mobile application compatibility with its existing systems and examine the mobile application complexity level. Once these systems are adopted, their visibility in different sectors

will increase. Due to the heterogeneity aspect of SMEs, ASA vendors should not only consider segmenting the SME market according to size but also consider a given industry as a market segment. Targeting particular industries like the tourism and hospitality industry would also help ASA vendors to understand the needs of SMEs thus increase the take-up of their mobile application.

The achievement of each research objective leads to the final stage of this research project, the discussion of conclusions and recommendations. The research findings will be converted into conclusions leading to contributions to mobile marketing research, technology acceptance research as well as marketing practitioners.

5.2 Overall conclusions to the Research Problem

The research problem (Section 1.4) identified that the tourism and hospitality industry like any other service industry suffered information asymmetry and there was a need to bridge it in order for small to medium enterprises in the same industry to thrive. This study has sufficiently identified both a description of mobile marketing adoption and explored how it can improve information asymmetry. The findings of the study identified the advantages of mobile marketing as the answer to the problem of information asymmetry. The benefits attached to mobile marketing included global reach, the ability of mobile marketing to market products and services in a better way, to communicate with customers effectively, to reach out to customers timeously with mobile marketing campaigns and to assist in developing better relationships with customers.

SME owners and managers' strong perception of mobile marketing benefits within their marketing operations, parallel a positive behavioural intention towards mobile marketing adoption. This justifies the fact that owners would not adhere to mobile marketing adoption unless they realised the benefits of the innovation in their operations. Contemplating the idea that mobile marketing is objectively a contemporary technological innovation, participants' keen awareness of its benefits may be attributed to the significant impacts of mobile technology on bridging the information asymmetry gap. The conclusion drawn is that SME owners largely perceived mobile marketing to be useful in bridging information asymmetry within

the Western Cape tourism and hospitality industry.

5.3 Mobile marketing adoption by SMEs

The findings of this study suggest that mobile marketing adoption in the Western Cape tourism and hospitality industry was at 67%. The intention to adopt mobile marketing at 27%, 73% of the SMEs would continue using mobile marketing, and 55% would adopt another mobile marketing channel. The suitability of mobile technology in responding to the information and transactional needs of customers in the tourism sector may have accounted for the prominence of mobile marketing adoption by enterprises in that sector. These statistics also highlight a gap for Awesome South Africa mobile travel application to penetrate in this industry.

5.4 Factors promoting the adoption of Mobile Marketing amongst SMEs

The study revealed that the benefits attached to mobile marketing, perceived ease of use, cost manageability, management support, availability of funding, employee capability, competitive and customer pressure were the significant factors that simultaneously lead to the adoption of mobile marketing. The findings of the study suggest that these significant factors can affect the intention to adopt mobile marketing simultaneously. These findings will offer Awesome South Africa mobile travel application relevant insights into the factors that they need to consider in their efforts of promoting the adoption of their mobile application by SMEs in the Western Cape tourism and hospitality industry. It would also help Awesome South Africa on the roadmap that they should take, either towards the development of a positive behavioural intention of the SMEs towards mobile marketing use or towards increasing the adoption of their mobile application.

5.5 Behavioral intention towards the adoption of Awesome South Africa mobile application

The survey with the SME owners and managers shows the need for developing a more favourable behavioural intention towards Awesome South Africa mobile application use, as well as increasing the rate of mobile marketing adoption among the SMEs in the Western Cape tourism and hospitality industry.

5.5.1 Advantages of Mobile marketing

The study emphasised that the benefits of mobile marketing as a relevant cause of mobile marketing adoption. Providing insights to small business owners about mobile marketing use is extremely vital because researchers have found that marketing strategy may account for up to half of all variation in the performance of small businesses across sectors. Mobile marketing is essential to small business success mostly because innovation in marketing is much more affordable for these businesses than product innovation or organisational innovation (Çetinkaya & Kalkan, 2014). This underscores the need for Awesome South Africa mobile application to increase its efforts of developing a mobile marketing system that provides ample functionalities capable of addressing the most common marketing challenges that SMEs face.

Awesome South Africa mobile application developers need to gain insight into the modern technology infrastructure of the targeted SMEs. This would allow them to align the development of the mobile marketing systems with the current technology infrastructure of the given SMEs. Nonetheless, creating a mobile marketing system, which provides ample marketing opportunities that are compatible with the existing technology infrastructure of the SMEs, is not enough to create a positive intention towards mobile marketing adoption. Neither would it help to garner the rapid adoption of mobile marketing innovation. The involvement of SMEs in the design of mobile marketing platforms like Awesome South Africa would customise and suit the specific needs of SMEs and enable them to develop a richer understanding of the innovation. Awesome South Africa mobile application should endeavour to exploit suitable strategies that communicate the benefits of the innovations to the owners and managers of SMEs, especially the non-adopting SMEs.

5.5.2 Perceived ease of use

On realising the role that the perceived ease of use plays in the adoption of mobile marketing among the participants, this study emphasises that the Awesome South Africa mobile application must be created to be easy to use. Most SMEs have the perception that most innovations are too complex to be adopted by SMEs. It is therefore imperative that Awesome South Africa mobile application developers dispel this misconception and promote their innovation as user-friendly and straightforward.

Furthermore, to improve the perceived complexity of mobile marketing adoption by SMEs, Awesome South Africa, mobile application vendors need to find ways that involve potential users in the design and implementation of the mobile marketing system.

5.5.3 Cost of adoption

The Cost of mobile marketing adoption also appeared as a significant factor that influences the adoption of mobile marketing. The research findings highlight that the higher the perceived cost of adopting mobile marketing the lesser the intention to adopt it. Awesome South Africa mobile application must overcome this challenge by emphasising the benefits of mobile marketing adoption and use. There should be an awareness of the benefits of mobile marketing adoption relative to its costs hence the perceived cost will cease to be a barrier.

5.5.4 Management Support

The research findings highlighted that adopting mobile marketing is also directly affected by management support. This includes focus and initiative towards mobile marketing adoption by the SME management teams. Since they direct all daily management and future investment decisions of the SMEs, the adoption of Awesome South Africa mobile application would come with management support. Awesome South Africa mobile application should convince SME management teams that the benefits of mobile marketing innovation outweigh its risks. The more the management is knowledgeable about the innovation and its benefits, the more likely they are to provide support and develop a positive behavioural intention towards its use.

5.5.5 Employee Capability

The findings also emphasised employee capability as a pivotal factor towards mobile marketing adoption, Awesome South Africa mobile application developers need to strategise around this factor. They can organise training workshops targeted at SMEs' employees on how to use mobile marketing facilities. Knowledgeable employees will demand the adoption of mobile marketing within their marketing operations. Once employees convince the management or owners of SMEs of their capability to use mobile marketing, then adoption will be automatically reinforced.

5.5.6 Competitive and customer pressure

Competitive pressure also had a significant impact on mobile marketing adoption. To take advantage of this, Awesome South Africa mobile application innovators should promote the adoption of their mobile application by emphasising in their marketing efforts the various benefits that early adopters have had from the innovation. This would push the non-adopting SMEs to develop a positive behavioural intention towards Awesome South Africa mobile application. Although customer pressure has been found having a lesser impact on mobile marketing adoption than competitive pressure, Awesome South Africa mobile application vendors can invite the already existing customers of the target SMEs to be opinion leaders. This initiative would compel SMEs to adopt mobile marketing as a way of developing interactive communication with their key customers leading to healthy customer relationships. The non-adopting SMEs will be forced to develop a positive behavioural intention towards mobile marketing for fear of losing customers to the SMEs using Awesome South Africa mobile application.

5.6 Contributions of the study

This study, *Analysing the Adoption of Awesome South Africa Mobile travel Application as a Marketing Strategy*, distinctively contributes to consumers, service providers, marketing research and marketing practitioners in various ways. The section below outlines the theoretical and practical contributions of the study.

5.6.1 Contributions to Consumers and Service Providers

This study advances the understanding of the Awesome South Africa mobile travel application to consumers and service providers. It will allow the service providers and consumers to appreciate the need why they both need to engage from every spectrum through freely exchanging information on hospitality services and products of value to each other. This study will also help service providers on how to improve their strategies for their existing markets as well as target their markets.

5.6.2 Contributions to Marketing Research

This research study substantially contributes to the already existing body of knowledge on mobile marketing adoption. Scholars from various schools of thought have called for various holistic approaches to understand the adoption of innovations

in ICT (Fichman, 2004:348; Oliveira & Martians, 2011:116; Oliveira *et al.*, 2014:506; Wu *et al.*, 2013:36). The use of TAM in this respective study possessed an advanced explanatory influence on the understanding of mobile marketing adoption among the SMEs in the Western Cape tourism and hospitality industry. It is, therefore, recommendable for researchers in the field of mobile marketing and innovation adoption to confidently adopt the TAM in conducting similar future studies. The results obtained gave an advanced rationalisation of the drive towards mobile marketing adoption among SMEs in the Western Cape tourism and hospitality industry. This suggests that the Technology Acceptance Model is versatile and can be used to understand the drivers of mobile marketing adoption and other similar innovations in diverse industries other than the tourism and hospitality industry.

5.6.3 Contributions to Practitioners

From a practical standpoint, this study affords a broad-spectrum guide regarding the SMEs in the tourism and hospitality sector's behaviour towards mobile marketing adoption. This would provide critical insights to mobile marketers to design and promote more rapid strategies of mobile marketing adoption among tourism and hospitality SMEs and other businesses operating in similar contexts. This study also contributes to the tourism and hospitality SME owners' understanding of the competitive advantage and the drivers of mobile marketing adoption. This would help to ignite much more informed decisions regarding their future objectives to implement mobile marketing. The research findings of this study also reveal the drivers of mobile marketing adoption as well as the possible challenges that SME owners might face in adhering to this endeavour. Feasible strategies that could be administered to overcome the challenges of mobile marketing adoption were also proposed.

5.7 Limitations and areas for future research

This study accounts for some limitations that provide scope for future studies in the mobile marketing field. First, this research study only focused on mobile marketing adoption by tourism and hospitality SMEs in the Western Cape province of South Africa. Therefore the findings cannot be generalised or represent the true state of mobile marketing adoption by SMEs operating in other economic sectors and different contexts. This study can, therefore, be expanded to cover other research

settings in order to justify the whole phenomenon of mobile marketing adoption. Second, the study only analysed the adoption of mobile travel application by SMEs in the tourism and hospitality industry as a marketing strategy. Ascertaining the actual adoption of mobile marketing and its impact on SMEs performance would be an interesting research focus. Third, the sample for this study was exclusively drawn from the Western Cape tourism and hospitality industry. To influence the validity of the results on mobile marketing adoption, it would be imperative to further analyse the Technology Acceptance Model to the tourism and hospitality SMEs in other provinces in South Africa as well as other countries. This study employed the Technology Acceptance Model as its underpinning theoretical framework; future studies could consider combining more than one theory to depict how users come to accept and use technology.

5.8 Concluding comments

Information and communication technology (ICT), plus its dynamic innovations in mobile marketing, brings about a novel approach that SMEs in the tourism and hospitality industry, as well as other related sectors, could adopt in order to overcome the various hurdles of marketing. Small to Medium Enterprises in any given economic sector, cannot be adequately supported to adopt mobile marketing without a firm consideration of the factors that influence their adoption competence. In this regard, this study focused on analysing the adoption of mobile marketing as a marketing strategy by SMEs in the Western Cape tourism and hospitality industry. Chapter one provided an introduction to the research topic of the study, the theoretical framework and context of the research. The chapter also discussed the research problem, the purpose of the study, significance, objectives, research question, scope, limitations as well as the layout of the thesis.

The aim of chapter two was to identify the literature gaps through the literature review of relevant academic sources on mobile marketing as well as the underpinning theory of the study, the Technology Acceptance Model. The main areas that were covered in this chapter were the types of mobile marketing, technological innovations and the adoption of mobile marketing among SMEs in the tourism and hospitality industry. The third chapter focused on the methodology of the study employing the research onion as its guiding structure. Other areas discussed in this chapter were the

target population, the research instrument, pilot study, validity and trustworthiness of the research instrument and the sample frame.

The research findings obtained from the data sourced from fifteen SMEs acknowledged the perceived usefulness of mobile marketing, ease of use and managerial support as the main driving factors of mobile marketing adoption. Key players in the Department of Tourism, Department of Small Business Development, non-governmental organisations, e-commerce firms as well as financial institutions should, therefore, consider the factors that promote the adoption of mobile marketing in order to effectively support SMEs in the Western Cape tourism and hospitality towards mobile marketing adoption. The last chapter of the thesis summarised this research study and translated the research findings of the study into conclusions and recommendations. The last part of the chapter highlighted areas of further studies necessary for a better understanding of mobile marketing adoption among SMEs in the tourism and hospitality industry. The researcher was satisfied with the results of this study which addressed the research problem. Also, to reviewing various scholarship, the researcher gained and acquired new knowledge in the process. Though the project had its challenges, in the end, it was a worthwhile journey that paid off.

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Appendix A



School Of Management Studies,

University of Cape Town

INFORMATION SHEET & CONSENT FORM – Small to Medium Enterprises in the Western Cape Tourism and Hospitality Industry.

Analysing the adoption of Awesome South Africa Mobile Travel Application as a Marketing Strategy.

My name is Takunda Victor Chivizhe, and I am conducting research towards a master's degree entitled "the adoption of mobile marketing by SMEs in the Western Cape tourism and hospitality industry as a marketing strategy" and would like to invite you to participate in the project.

I am interested in finding out about the conceptualisation of Mobile Marketing by SMEs in the Western Cape tourism and hospitality industry. I want to understand the forms of mobile marketing that are being used by the SMEs. I would like to interview people who own SMEs or who are part of the management of SMEs in the tourism and hospitality industry. Your participation in this project is voluntary. The choice to participate is yours alone. If you choose not to participate, there will be no negative consequence. If you choose to participate but wish to withdraw at any time, you will be free to do so without negative consequence. However, I would be grateful if you would assist me by allowing me to interview you.

You will be required to participate in an online interviewer-administered survey. It will approximately take you 15 minutes to complete. There is no known risk

connected to your participation in this study. All your responses to this research will remain anonymous and confidential. It will not be linked to any identifiable information. The collected data will be used for this study only. No other third parties will be able to have access to the collected data.

Should you have any questions or concerns with regards to this survey, please feel free to contact me, Cell: 0796950343 or Email: takunndavictor2901@gmail.com.

Name of participant..... Date.....

Appendix B

Interview Guide

Biography Data

a. What is your job title in this organisation?

Owner	
General Manager	
Marketing Personnel	
Other	

b. How long have you been working in this organisation?

Less than 1 year	
1 – 5 years	
6 – 10 years	
11 – 15 years	
16 – 20 years	
+ 20 years	

SECTION A: MOBILE MARKETING ADOPTION.

1. Mobile marketing Adoption is defined as the use of mobile medium to engage with your customers and to conduct other marketing activities.
 - a. Have you adopted mobile marketing in your organisation?
 - b. If yes, which type of mobile marketing channel do you currently use in your organisation?
 - c. If not, what challenges are you facing towards the adoption of mobile marketing in your organisation?

SECTION B: PERCEIVED EASE OF USE

2. The Tourism and Hospitality industry is one of the industries, which can find greater opportunities in terms of using Mobile Marketing to its benefit.
 - a. Would you say Mobile Marketing has enabled you to market your products or services in a better way?
 - b. Mobile Marketing when engaged has the ability of reaching to consumers timeously. Since you employed mobile marketing have you been able to reach customers timeously?
 - c. In the recent times different businesses are starting to use mobile marketing to satisfy customer and in turn create loyalty. Would you say mobile marketing has been able to assist you in developing better relationships with your customers?

SECTION C: PERCEIVED EASE OF USE

3. To tackle different communication challenges different tourism businesses are getting on board to use mobile marketing techniques which however appear to be challenging for most SMEs to adopt.
 - a. Would you say Mobile marketing would be too complex, for your marketing activities?
 - b. Does the use of Mobile marketing require lot of mental effort?
 - c. Would you say the use of mobile marketing is frustrating?

SECTION D: PERCEIVED COST OF ADOPTING MOBILE MARKETING.

- 4. Recent innovative mobile technologies have improved efficiency remarkably in the development of the content of marketing activities, providing ground-breaking marketing opportunities for all businesses.
 - a. Estimating the costs of adopting Mobile marketing in your organisation, would the costs perhaps be too far greater than the expected benefits?
 - b. How would you manage the costs of maintaining mobile marketing? Would you consider them as very high for your organization or manageable?
 - c. Would the cost of providing support system for mobile marketing be too high?
 - d. The amount of money invested in training employees to use mobile marketing is / would be very high?
 - e. Between the scales 0 – 10, which one of these mobile marketing channels is expensive and which one is less expensive?

Social Media (Facebook, Instagram)	
Mobile Apps	
Mobile Web	
SMS/MMS	
Emails	
QR Codes	

SECTION E: PERCEIVED TOP MANAGEMENT SUPPORT TO ADOPT MOBILE MARKETING

- 5. Excellent management decisions are crucial to SMEs success.
 - a. How is your management / how are you supporting the adoption and use of mobile marketing in your organisation?
 - b. What do you think is the necessary support that the management should provide for the adoption of mobile marketing?
 - c. Is your management enthusiastic about mobile marketing adoption?

SECTION F: AVAILABILITY OF FUNDING TO ADOPT MOBILE MARKETING.

- 6. SMEs are normally confronted with higher interest rates in addition to credit rationing as a result of their limited ability to provide collateral.
 - a. Does your organisation have funding or enough funding to adopt Mobile Marketing?
 - b. Would you be funding your own mobile marketing adoption or you would need financial assistance from private financial institutions e.g. banks? If not, what are the hindering factors?
 - c. What budget would you put for Mobile Marketing Adoption?

Less than 10%	
10 – 29%	
30 – 49 %	
50 – 69 %	
+ 70 %	

SECTION F: EMPLOYEE CAPABILITY TO USE MOBILE MARKETING

- 7. Employee involvement is key for the success of mobile marketing.
 - a. Are your employees using mobile marketing? How are you boosting employee involvement in mobile marketing?
 - b. Have you made your employees aware of the importance of mobile marketing to interact and build relationships with customers?
 - c. Are you providing any form of training to your employees for mobile marketing use? If yes what forms of training have you provided?

SECTION G: COMPETITIVE PRESSURE & CUSTOMER PRESSURE

- 8. The changing lifestyles and expectations of customers coupled with increasing threat of competition from larger regional, national and multi-national firms in markets dominated SMEs pose significant challenges to efficiency and sustainability of traditional marketing practices implemented by SMEs.
 - a. Would you say the need of your organisation to adopt mobile marketing is influenced by competitors?

- b. Is Mobile Marketing competition high?
 - c. Is your organisation under pressure to adopt Mobile Marketing?
 - d. Would you adopt Mobile Marketing in response to what your competitors are doing?
9. Successful marketing campaigns at the SME level depend on creating an environment of interaction and engagement between a firm and its customers.
- a. Would your organization adopt mobile marketing in response to the customer demands?
 - b. Are your customers giving you pressure to adopt mobile marketing? If yes would you explain the ways they are expressing this pressure.

SECTION H: BEHAVIOURAL INTENTION TO ADOPT MOBILE MARKETING.

10. After all the questions asked from the previous sections;
- a. Do you intend to adopt mobile Marketing?
 - b. Do you intend to continue using Mobile Marketing?
 - c. Do you intend to adopt another mobile marketing channel?
 - d. Would you recommend other SMEs to adopt Mobile Marketing?