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Topic:

The effects of Social Media Marketing on Sales Performance: A case of Peace Security Company.

BY

TRYMORE MANDIVENGA

R1712738

Supervisor

Doctor D. Maravanyika

A Dissertation Proposal submitted in Partial Fulfillment of the Requirements for Master Degree
in Business Administration.

Declaration

This research work is my original work and has never been presented for any academic award in any other university or learning institution.

Signature..... Date.....

Trymore Mandivenga

This research project has been submitted for examination purposes with my approval as the university Supervisor.

Signature Date.....

Dr D. Maravanyika

Lecturer, Graduate School of Management, University of Zimbabwe

Dedication

This research work is dedicated to Emily my mother, Pauline my wife and Matipaishe my daughter.

Acknowledgement

I would like to thank God Almighty for giving me strength throughout the research, my family for the much needed support and my supervisor Dr. D Maravanyika for his great support, patience and guidance throughout the research.

Abstract

The study focused on examining the effects of social media marketing on sales performance at Peace Security Company. Social media marketing plays a very crucial role in increasing sales performance of firms and organisations the world over through attainment of virtual markets, customer brand engagement and as a marketing strategy. The research adopted a case study strategy in attaining its objectives. The prime objective of the research was to examine the effects of social media marketing on sales performance. Questionnaires and unstructured interviews were the primary methods of data collection to which content analytic tables were used to present the views and opinions of the key participants. This study revealed that there is no relationship between social media marketing and sales performance at Peace Security Company. It is concluded that effective utilization of social media marketing results in increased sales performance, however that requires dedicated workforce and a clear social media action plan. It is also concluded in this study that there is no dedicated expertise towards social media marketing at Peace Security and the company has five social media platforms that are used mainly for public relations issues. It is recommended in this study that Peace Security should invest in recruitment, training and development of social media marketing expertise within its systems and there is also need to enhance already existing social media platforms.

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List of abbreviations and acronyms

SMM	Social Media Marketing
CBE	Customer Brand Engagement
TAM	Technology Acceptance Model
PR	Public Relations
PSC	Peace Security Company
AMC	American Marketing Organisation
SMEs	Small and Medium Enterprises
BD	Business Development
SHEQ	Safety, Health, Environment and Quality
CSR	Community Social Responsibility

Chapter 1: INTRODUCTION AND BACKGROUND

1. Introduction

The study investigates the effect of social media marketing on sales performance of Peace Security Company and tries to establish forms of social media platforms used by the security company in gaining market share. According to Keenan, (2010) sales performance is affected in a positive way through the use of social media, tracing this trend as early as 2000. Moving on, it becomes evident that the relationship between sales performance and social media marketing has been growing stronger according to Bryn and Lilien (2008). This can also be said in regards to customer brand engagement, a key strategy that can be used to increase sales performance. The American Marketing Organisation (2017), published that having the ability to leverage the use of social media to sell products online can aide firms to boost sales performance in a positive way. Facebook statistics (2008) suggested that social media has been effectively used in developed countries by businesses to gain significant market share and reach new markets. This study therefore seeks to establish if the given view is the case when it comes to Peace Security Company despite the fact that the company operates in a developing country.

Social Media Marketing (SMM) has been defined by a multiple of scholars differently and the following can be given as typical examples. Cook (2008), defined social media as a way in which people consume and convey information by sharing among each other through the use of internet. Arguably, Joachim (2017), is of the view that social connections and interactions are things that humans adopted many years ago but bringing the world together has been prompted by the use of social media platforms. Kaplan and Haenlein (2010), defined social media as an internet-based application that allows exchange and conversation among users of particular information, therefore in this research social media marketing will be understood as marketing on social network or the promotion of goods and services through digital media. It is a type of internet marketing which uses the benefits of social networking sites as a tool for promoting business.

From the definitions given above, Reinartz, et al (2005), posits that using social media for online marketing of products and services goes beyond posting, texting and fancy comments, it requires one to establish a deeper and more authentic seller to buyer relationship. Chinyani (2012), implied that social media marketing establishes long term mutual relationships that are bolstered through trust, communication and commitment between customers and firms. This can therefore prompt customers to be more eager and ready to purchase and more satisfied to do business with a firm. This chapter takes into account the industry analysis and background to case study organisation (Peace Security Company), statement of the research problem, research objectives and questions as well as the research proposition. Other components covered in this chapter includes delimitation of the study, research assumption, significance of the study and the research outline. Since its advent, social media has given firms ability to create and exchange information online.

However, the available literature on social media marketing and sales performance carries external experiences of India, United States of America and Europe among many others. There is very little literature that can resonate to effects of social media marketing in Zimbabwe let alone on security companies. The literature available fails to clearly point how companies can employ social media marketing in developing economies such as that of Zimbabwe where economic meltdown is very rampant and how firms can capitalize on the untapped internet resources. Whilst literature is of the view that there is a strong relationship between social media marketing and sales performance and customer brand engagement, this on the other hand does not seem to reflect the actual position in Zimbabwean business environment where firms with an online presence are failing to realize positive sale performance. This therefore can imply that there could be other external forces at work in opposition of what literature has established. It is therefore a task of this work to explore all possible effects of social media marketing on sales performance and business development so that firms in Zimbabwe can fully harness social media marketing to boost sales performance.

1.2 BACKGROUND OF THE STUDY

The environment in which Peace Security Company is operating is characterized with stiff competition with security firms amounting over two hundred nationwide. The strong competition environment suggest that the security sector is a survival of the fittest with old firms enjoying the lions' share of the market, making it very difficult for emerging security firms to thrive successfully. This is further worsened by the economic hardships that has hit Zimbabwe for more than a decade and the business community has been highly limited in terms of operation. Frequent power cuts up to 18 hours a day, simultaneous cash shortages and fuel shortages as well as unstable inflation rates and a resilient black market can be identified as major challenges hindering day to day operations of businesses in Zimbabwe. These pervasive challenges do not only affect the production industry but also security firms are highly affected in every way. In the light of such a background marketing for security firms seem to be focused on a certain channel ranging from supermarkets, warehouses, mass complex buildings, institutions, VIP security, cash in transit services and residential areas.

What is fascinating about these security companies is the presence of company profiles on the internet thus pointing that social media has been embraced in most companies and it is being used for marketing purposes. Most security firms in Zimbabwe own a Facebook profile account and a website that contain detailed information about themselves. Massive investment is very evident in acquiring social media expertise and improve sales performance. Peace Security Company being among the emerging players with significant growth can be said to have done well in hiring business development officers who focus on customer retention and acquisition and customer brand engagement to which social media marketing has been recommended as a key strategy.

1.2.1 INDUSTRY ANALYSIS

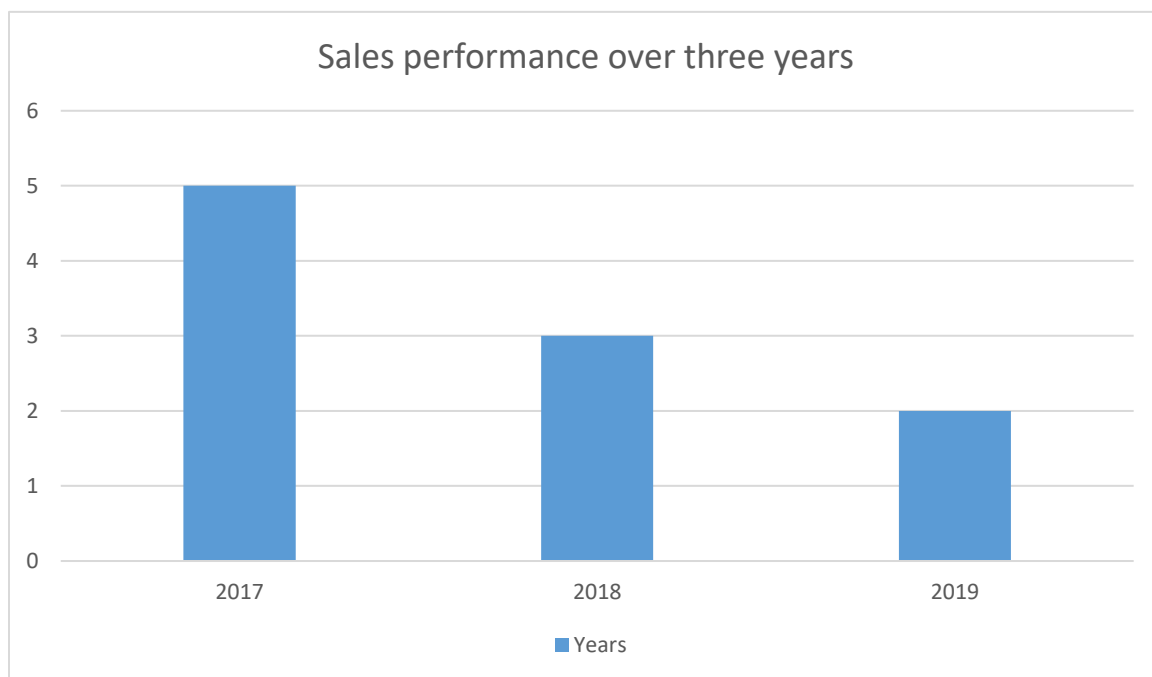
Peace Security Company is a registered security company with the ministry of Home Affairs and it undertakes its activities in the Zimbabwe security industry. The environment is characterized

with many other actors operating in the industry. The security industry is dominated by Fawcett, Securico and Safeguard security companies.

Based on the work done by Porters (2000), there are five forces that can aid in gaining understanding of an industry environment. This section covers the industry analysis of Peace Security Company focusing on the analysis of competition. According to Porters (2000), threats of new entry, threats of new substitute, bargaining power of suppliers, bargaining power of customers and industry rivalry. Threats of new entry can be identified by the emergency of new security companies. Customer loyalty and brand preference by customers to well-known and established security companies. Strong competition from other companies who are capitalizing on the use of social media marketing with dedicated expertise to the use of social media contributing to slow market growth of Peace Security Company.

Customers to well-known and established security companies. Strong competition from other listed security companies who are capitalizing on the use of social media marketing with dedicated expertise to the use of social media contributing to slow market growth of Peace Security Company.

Fig 1.1Sales Performance



The diagram above highlights the sales performance of Peace Security Company over a period of three years to which it is characterized by a steady decline in sales performance and slow market growth. This can be so due to a number of factors that include lack of expertise, economic meltdown and an increase in number of competitors. The workforce of the security firm is estimated to be in excess of 3000 personnel. In its 2018 annual report the firm confirmed that it had 500 satisfied clients, 25 call center cities and 85 squads. The graph above (fig 1.1) shows that the firm is not fully utilizing its social media image to reach new customers and properly retain clients already affiliated with the firm thus a steady decline in market share and sales performance. Fig 1.1 above shows a decline of sales in 2019 in comparison to previous years 2017 and 2018 respectively. This can be attributed to fierce competition in the industry which is worsened by threats of new entries. For a period of about three years the firm has not been able to grow its sales in a consistence manner. Poor sales and a steady decline over the years can also be attached to inefficient utilization of social media and lack of expertise.

Fig 1.2Market Growths

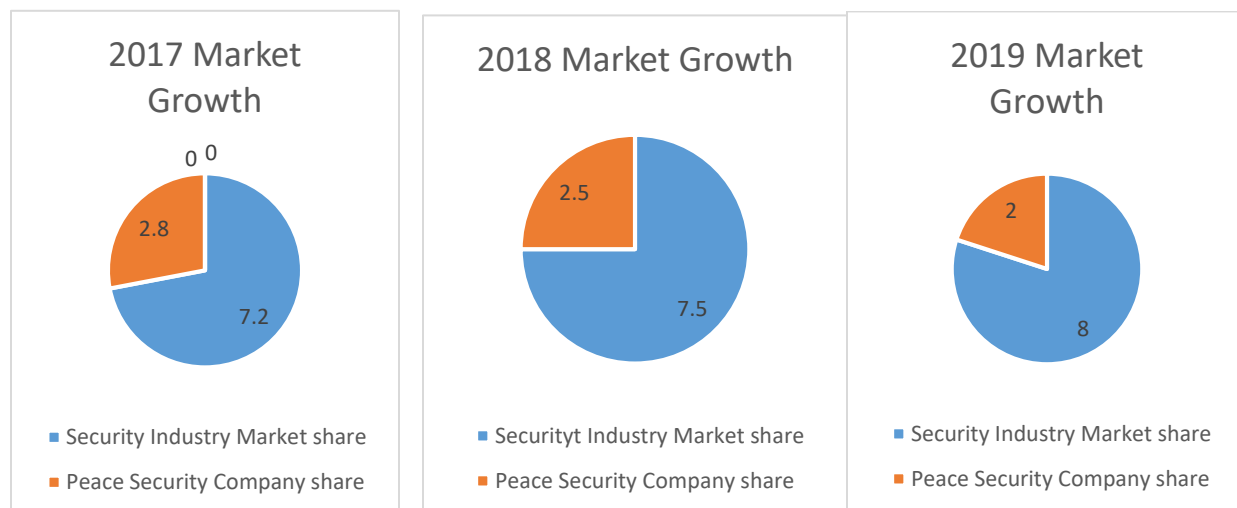


Fig 1.2 shows Peace Security Company market share for a period of three years respectively. Despite being active since 2002 the security firm has registered limited growth in its market share. In its current book of customers, the firm has a total number of 1249 clients and only 500 are active. In 2016 the firm had 1000 clients in its books but around 467 were reported active, the same can be said of 2017 with a slight growth of active number of 480 on its book of clients. Such indication highlights that the market share in the security industry is a “shrunked” pie due to

stiff competition hence the urgent need for the security company to adopt rigorous social media marketing as a top strategy for customer brand engagement, customer retention, and new customer acquisition and increased sales performance. The poor market share growth and expansion can be attributed to inefficient use of social media marketing.

1.3 BACKGROUND TO CASE STUDY ORGANISATION: PEACE SECURITY COMPANY

Peace Security Company started its operations in 2002 and is registered with the Ministry of Home Affairs. The security company has five social media platforms that carry its online image namely Facebook, Twitter, WhatsApp, LinkedIn and a company website. Peace Security Company uses social media for public relations purposes mainly in image maintenance and damage control and there is no dedicated personnel at Peace Security Company that specifically deals with social media marketing. With over 20 branches stationed strategically throughout Zimbabwe, stakeholder affirmations testified that the firm was moving in the right direction but however technology utilization in terms of social media marketing remains behind. At Peace Security Company, social media handles are manned by any of the four business development officers who are burdened by meeting their sales targets hence there is no routine monitoring of social media handles.

The main objective of Peace Security Company is to provide comprehensive security services and managing security risks thus minimizing losses for customers. With a record number of 3000 security guards, good customer services can be mentioned on their behalf and the use of social media websites such as Facebook, twitter among others. Peace Security Company uses print advertising in form of banners, fliers, newspaper ads and billboards in strategic areas in major cities. With this in mind, social media marketing has become a valuable resource for small businesses looking to drive sales, increase brand awareness and reach new customers. As a focal point the study seeks to explore the effects of social media marketing on sales performance taking a case study approach of Peace Security Company. Electronic security systems, guard dogs, VIP security and cash in transit facilities can be mentioned as some of the services offered by Peace Security Company. With this in mind it becomes very clear that using social

media for marketing, positive sales performance can be attained by Peace Security Company who possess a medium power status within security companies.

It is also important to point out that a developing country like Zimbabwe is still growing in many sectors. For about two decades the country has seen massive economic fluctuations that has made it quite difficult for firms to thrive and expand particularly in the security industry and this has affected Peace Security Company in the long run. However, despite these elongated economic hardships social media has become more popular and security companies are using it to increase sales performance and to promote brand awareness. Studies conducted have highlighted that there is a positive relationship between social media marketing and sales performance. Such positive outcomes cannot be fully said in regards to most security companies in Zimbabwe. To be outstanding within the security industry Peace Security Company has invested in business development officers who are working on social media marketing strategies to improve the firms' online image and reach potential customers.

1.4 STATEMENT OF THE RESEARCH PROBLEM

As cited in section 1.1 literature is of the view that social media marketing has got a positive effect on sales performance due to effective customer brand engagement. Kotler (2000), points out that there is an ambivalent relationship between social media marketing and sales performance. Peace Security Company generally seems to be struggling in harnessing the power social media marketing. According to Kotler (2000), in developed nations like the United States, 65 percent of firms use social media for their online marketing strategies and customer brand engagement.

However, this does not seem to reflect the case of Peace Security Company. Contrary to the above, Peace Security Company is struggling to use social media marketing strategies and in most cases have highlighted that it lacks a proper strategy in engaging social media platforms in order to grow and develop their market base. Due to inadequate information, lack of basic understanding of the advantages social media can bring to the firm, and ways to employ social

media marketing to reach customers many great opportunities have passed Peace Security Company. It is therefore a focus of this research to bring an understanding of how Peace Security Company can take advantage of social media platforms to enhance sales performance. In this regard the statement of the problem is to make an assessment of the effects of social media marketing on sales performance at Peace Security Company and make recommendations that can result the firm's full utilization of social media marketing that align with literature.

1.5 RESEARCH OBJECTIVES AND QUESTIONS

1.5.1 Prime Objective

The prime objective of this research is to establish the effect of social media marketing on sales performance for Peace Security Company.

1.5.2 Specific Objectives

1.5.2.1 To establish social media platforms used by Peace Security Company.

1.5.2.2 To find out the extent to which social media is part of business development strategy at Peace Security.

1.5.2.3 To examine if Peace Security Company has dedicated expertise to social media marketing.

1.5.3 Prime Research Question

What is the effect of social media marketing on sales performance of Peace Security Company?

1.5.3.0 Specific Questions

1.5.3.1 What are social media marketing platforms used by Peace Security Company?

1.5.3.2 What is the extent to which social media is part of business development strategy at Peace Security.?

1.5.3.3 Does Peace Security Company have dedicated expertise to social media marketing?

1.6 RESEARCH PROPOSITION

The effect of social media marketing on sales performance of security companies in Zimbabwe is limited because there is lack of expertise, poor adaptation, lack of persistence and incorrect agenda in the use of social media.

1.7 DELIMITATION OF THE STUDY

The study is confined to Peace Security Company in Harare, Zimbabwe. This is selected because it is the headquarters of Peace Security Company where social media platforms are run on behalf of all the branches nationwide. Top management, business development officers and security guards shall be taken into consideration during the research timeframe. This is an interesting time frame because it will take into account the market coverage that has been gained ever since the use of viral marketing on social media. The main goal is to gain an understanding and be able to explain the effects of social media marketing on sales performance and the relationship between the two variables. One can also say that the research will improve the perception of other security companies in the need to harness social media as a marketing strategy in the near future.

1.8 RESEARCH ASSUMPTIONS

The research assumptions:

1.8.1 That respondents will possess knowledge and understanding of the research area and provide fair and dependable information.

1.8.2 The participants will take part willingly and answer all research questions.

1.8.3 The findings of the research will be validated by adequate response rate.

1.9 SIGNIFICANCE OF THE STUDY

The study is expected to benefit the interested parties in the following ways:

1.9.1 This research is geared towards the identification of strategies that can be employed by businesses to influence customers through the use of social media. It is therefore important to gain understanding on how businesses can take advantage of social media marketing techniques as a means to promote business and customer relationships.

1.9.2 The academic world and security companies will also be impacted by this research there by contributing to the current pool of knowledge. Professionals and academic students can also use this research in pursuit of more literature within the same study area.

1.9.3 This research is going to provide an understanding on how firms can harness the social media marketing ability in order to promote their business, engage with the customers and establishment of relationships on a long-term basis which in return promotes growth of the business and sales performance.

1.10 LIMITATIONS

Every research has its own parameters which makes it a success or failure. In this regard one has observed that there is inadequate available literature with regards to social media marketing and sales performance especially in Africa since it is a newly developing trend in the business circles. This will be one of the major limitations in conducting research. Another hindrance to the research process is accessibility to information and the organisation since Peace Security Company has a confidentiality policy. Since the research is central to a security company, the company may exercise secrecy and discretion factors which may undermine the outcome of this research work.

Despite these limitations stated above, extensive work will be put in locating relevant literature to seek out credible and dependable information relating to social media marketing and sales performance. Also permission to access the company's data and other material that can aid in the understanding of the influence of social media marketing on sales performance will be sought in time so that there is flexible access to information.

1.11 RESEARCH OUTLINE

Chapter one:

This chapter covers the introduction of the research. The chapter also gives a background of the study, the problem statement and of the background of the organisation being used as the case study. The objectives and justifications of the research are also indicated in this chapter.

Chapter two:

This chapter focuses on the literature review. It outlines some of the work that has been carried out by other researchers and the theory on the subject matter which will help determine the research gap in the study area.

Chapter three:

This chapter will focus on the research methodology that will be used in carrying out the study. It will explain in detail the research design and method that will be applied in conducting the research and analysing the research findings.

Chapter four:

The chapter looks at data analysis and discusses the findings. This chapter will apply the theoretical framework from Chapter 2 to the case study, and will see how the selected theory can explain the results obtained from case study. Within this chapter, the posed research questions in chapter 1 will be answered. The findings from the case study are discussed in this chapter.

Chapter five:

This chapter will incorporate the summary of findings, conclusions and recommendations based on the findings of the study.

1.12 CHAPTER CONCLUSION

This chapter explains the background of social media marketing and how it as an ambivalent impact on sales performance and brand awareness, it becomes clear that Zimbabwean security companies do not seem to benefit effectively on the use of social media marketing. The chapter also explains the significance of the study, background of the case study, research objectives and research questions in its attempt to establish the effect off social media marketing on sales performance. Going forward, the next chapter will consider literature review of the study area in terms of industry analysis in different sectors and the ideal situation in Zimbabwe security companies.

CHAPTER TWO: LITERATURE REVIEW

2.1 INTRODUCTION

This chapter examines the effects social media marketing on sales performance, taking into account both historical and existing literature within the area under study. White (2012), explained that literature review is done in order to prevent working on what has been examined already without adding value on the research. Kumar (2011), also agrees with this view as he points out that literature review helps to bring clarity and broaden knowledge base therefore literature review shows the path of prior research and how this work is related to it. Theories taken into account include the social media theory (Durkheim et al, 2000), the technology acceptance model (Davies et al, 1980), and the theory of collective intelligence (Topscott et al 2008). These theories help in bringing out the relationship between social media marketing and improved sales performance.

The chapter also gives a brief perspective on social media and enhancement of customer brand engagement together with the importance of having a social media image online as a way of increasing sales performance. Other key areas covered in this chapter are analytical perspectives on the relationship between social media marketing and sales performance, empirical literature review and the conceptual framework on the effects of social media marketing on sales performance. Research from academic peer reviewed articles, published books and other reliable

sources on social media marketing and sales performance will be examined to provide detailed understanding upon the subject matter.

2.2 DEFINATIONS

2.2.1 Social Media Marketing

Cook (2008), defines social media as way in which people consume and convey information by sharing among each other through the use of internet. Arguably, Joachim (2017), is of the view that social connections and interactions are things that humans adopted many years ago but bringing the world together has been prompted by the use of social media platforms. Kaplan and Haenlein (2010), defined social media as an internet-based application that allows exchange and conversation among users of particular information. Therefore, in this research social media marketing will be understood as marketing on social network or the promotion of goods and services through digital media. It is a type of internet marketing which uses the benefits of social networking sites as a tool for promoting business.

2.2.4 Sales Performance

The American Marketing Organisation (2007), defines sales performance as “any number of activities designed to promote customer purchase of a product or service which can be done in person or over the phone, through e-mail or other communication media. In research, sales performance will be understood as an indicator rate of customer loyalty to a business and or in some cases specific employee. It looks at regular purchase from a business and other customers who visit a business’s facilities or store.

2.3 THEORITICAL LITERATURE REVIEW

Theoretical literature can be understood as a practice that assist in establishing existing theories and the level of investigation that has been done already in a given research area. Its main focus is on theory based of experience and observation in a field of interest. These are theories that try to explain relationships and dimensions in a particular subject and in this regard the focus is on the effects of social media marketing on sales performance. Unlike empirical literature which is

another interdisciplinary field in research, and which is focused on the philosophical of established research by other scholars, theoretical literature forms the basis to which given aspects arise from. There are several theories which can be used and or which are relevant in exploring the effect of social media marketing on sales performance therefore this research will take into account the Social Network Theory, the Theory of Collective Intelligence, the Generational Theory and the Technology Assistance Model (TAM) in a bid to bring out the effects of social media marketing on sales performance.

2.3.1 Social Network Theory

The Social Network theory by Durkheim et al (2000), is based on the structure and impact of relational webs which are also known as networks among individuals. It examines all kinds of relationships between people, animals and or things. In this regard the theory becomes overlapping tool employed to learn patterns that occur in social networks and their effect on customer brand engagement and customer behavior. Both these factors carry significant impacts on sales performance of a firm or organisation. This therefore becomes vital in social media marketing as it gives firms and organisations an opportunity to listen and understand customer needs and satisfaction levels. Turning these customers into brand ambassadors becomes very important as they influence and spread messages to their own network. Consumer behavior is largely dependent at the amount of information that is given to customers and have on a certain product thus influencing their buying power, (Durkheim et al, 2000). In this aspect consumer behavior is understood as where, how and why a person chooses to buy a product or not buy that given product.

2.3.2 The Technology Acceptance Model (TAM)

Davies et al (1989) developed the Technology Acceptance Model in the attempt to establish that in several firms, data innovation is highly underutilized thus leading to negative sales performance. The Technology Acceptance Model is based on effective use of technology improve employment framework execution and high productivity as basics for good sales performance. It is therefore seen as an effective enlargement theory of reasoned actions as it considers perceived usefulness and perceived ease of use to which customer's behavioral desire and perception plays a significant role. It is a theory which is a means to predict usage of technology and is relies on the measurement of behavioral intentions to use (BI) instead of actual use, (Davies et al, 1989). A firm needs to be very careful when adopting the Technology

Acceptance Model as it originates years before social media became a trend of the day, but the theory remains relevant in the research as it is hammered upon effective utilization of technology. As a growing field of technology social media can therefore be harnessed effectively by firms in a bid to increase sales performance.

2.3.3 The Generational Theory

The generational theory was formed by Strauss and Hove in 1995, propounded on the concept of “era”, the theory holds that the era in which a particular individual is born affects their perception to which formative years plays a pivotal role, family, friends and communities as well as key events shape how one perceives things. Founded by Strauss and Hove (1995), the generational marketing theory holds that people born in the same era in most cases have similar attitudes and behaviors due to shared experiences based on childhood formative years. The existing era is characterized with mass social media going viral and social media marketing is becoming a daily norm thus pointing at the relevancy of the theory within the study. With continued expansion of social media, the current generation of firms particularly in the security sector can benefit significantly in the implementation of social media marketing as there is a high probability that potential customers are on social media networks, (Strauss and Hove, 1995).

2.3.6 The Theory of Collective Intelligence

The theory of collective intelligence is founded by Topscott et al (2008), based on the wisdom that huge crowd of people can simultaneously converge on a single point of knowledge whilst reaching optimum intellectual performance, the theory holds that a group is more productive and diligent than individuals. This therefore brings out collective intelligent features to a task given to a group. Topscott et al (2008), pointed out that there is need of four principles to be available for collective intelligence to work. These four principles include peering, sharing, openness and global acting. Openness stipulates that firms need to be open and clear about their ideas and present customers on internet so that their products are improved. Peering states that old information on products and services can be modified to match personal needs of customers before a product or service is put on market for public utilization. Sharing relates to constant exchange of ideas and even criticism so as to enhance productivity, (Topscott et al, 2008) Global acting relates with which ways a firm reaches out across the entire stakeholders in terms of communication technologies and engage potential customers. The use of social media marketing

can therefore be factored in at each and every given principle since a large number of people are always converging on social media on daily basis for interaction.

2.3.7 Social Media and Customer Brand Engagement

According to Facebook statistics (2014), social media marketing is a strategic segment in business development and a way to boost sales performance, customer brand engagement is very crucial in business taking into account social networks such as Facebook and Twitter campaigns online can significantly improve customer brand engagement. Customer brand engagement can be regarded as a key strategy employed in business development and growth. A general survey conducted by the American Marketing Organisation (2007), indicated that approximately 58 percent of security companies had an official Facebook profile which they used regularly to engage their customers and monitor activities online for a rapid response.

Similarly, Kaplan (2010), speculated that social media offers a vast abundance of services on the internet thus making it a bit complicated for firms to have the knowhow to use it and market themselves to the public. The implication here is that lack of expertise continues to hinder the effective social media marketing for customer brand engagement the world over. Kaplan (2010) suggested that the concept of customer brand engagement (CBE) involves encouraging a firms customers to interact with the brand as well as other customers giving all participants an opportunity to share their experiences with the brand and eventually leading to business growth, development and loyalty. In the long run these mentioned aspects will contribute significantly on sales performs. The underlying argument here lies on formation of an emotional or rational attachment between customer and brand. More emphasis can therefore be that highly engaged customers buy more, promote more and show a high level of loyalty.

Conventional wisdom has accepted that a clear definition is yet to be discovered, a definition that is suitable for the term customer brand engagement. Hollebeck (2011), defined customer brand engagement as an engagement process through a two-way interaction is established between object and subject. Hollebeck (2011), borrowing from Patterson et al (2016) expands this definition adding that customers behavioral brand related activity may be expressed through a

customer level of energy exerted in interacting with the brand, known as willingness to act. This can be effectively undertaken on social media marketing campaigns. Brodile et al (2011), having gone through the work of Hollebeck (2009) and Bowden (2009), viewed customer brand engagement as a multi-dimensional concept comprising of cognitive, emotional and behavior dimensions within virtual brand community with a specific interactive experience between consumer and a firm.

2.3.8 Importance of Social Media Image in Business

The Image Consultant Firm, (2018), points out that a social media image covers aspects of professional appearances of one's business and how that carries significant effects on sales performance and business development. It is widely argued that a client or customer has only a first impression on which to base a decision. Research has proven that customers do not possess required expertise or time to professionally evaluate ones business before buying thus they rely on the old rule of thumb "what you see is what you get". This therefore implies that to inspire confidence one should look like the best possible service provider or the best person for the job. The social media image determines how the firm is perceived on virtual communities. Getting this online perception right usually help in attracting more customers and achieve higher sales and profit generation. The Image Consultant Firm (2018), the way a firm is perceived in the mind of a customer is a fact and nothing will change it. It is therefore important for a firm to decide how it can be perceived and take the necessary steps to achieve it so that positive sales performance is reached. A firm can implement a dress policy, where employees dress up for the task thus putting everyone on the same page. A dress policy can be useful in brand definition. This also leads to increase in confidence thus portraying a strong image to current and prospective audience, (The Image Consultant Firm, 2018).

2.4 Platforms for effective Social Media Marketing

Scissons et al (2015) acknowledged that online networking sites such as Facebook, Twitter, and LinkedIn continue to add more than 100,000 users in a day. Facebook statistics has reviewed that the platform is the fastest growing social network, with more than 500 million active users, and a group of people aging 35+. On a global level, more than 11.7 million hours per month are spent on Facebook and more than 200 million users access Facebook using their mobile devices, (Facebook Statistics ,2014). Social media have also become popular among security companies

and private investigation companies. Akyol (2013) pointed out that social networking sites such as Facebook, Twitter, and MySpace have started to change companies' product marketing methods and ways of communication with consumers.

Chheda (2014) explains that the best way to define social media is to break it down. Media is an instrument on communication, like a newspaper or a radio, so social media would be a social instrument of communication. Regular or Traditional media has a one-way street where you can read a newspaper or listen to a report on television, but you have very limited ability to give your thoughts on the matter. Social media, on the other hand, is a two-way street that gives you the ability to communicate as given by Musoka (2017). Blogs: A platform for casual dialogue and discussions on a specific topic or opinion, they are the most used form social media that are easily accessible to internet users. Facebook Statistics (2014) has revealed that the site is the world's largest social network, Users create a personal profile, add other users as friends, and exchange messages, including status updates. Brands create pages and Facebook users can "like" brands' pages. Twitter: A social networking/micro-blogging platform that allows groups and individuals to stay connected through the exchange of short status messages (140-character limit). YouTube & Vimeo: Video hosting and watching websites.

LinkedIn Groups, A place where groups of professionals with similar areas of interest can share and participate in a conversation happening in their fields, (Facebook Statistics Sources, 2014). Pinterest is a social curation website for sharing and categorizing images found online. Pinterest requires brief descriptions but the main focus of the site is visual. There many other social media platforms that are emerging and continue to grow on daily basis and the use of them by firms is highly changing the way firms are doing business there by resulting in increased sales performance, (Wairimu Kagundu, 2018).

In this regard Akoth (2016) is of the view that online activities of a firm can go viral thereby carrying significant implication which can be positive and negative and the negative aspects maybe difficult to deal with hence affecting sales performance of a company. Larson (2009)

pointed out that it is evident that the viral nature of the Internet indicates that a negative comment about the company can spread easily and it is always very difficult to undo the damage done. According to a MindComet Corporation white paper (2008), the Internet has radically changed the concept of word of mouth marketing. The term “Viral marketing” was addressed by venture capitalist Steve Jurvetson in 1997 and was used to describe Hotmail’s email practice of appending advertising of them to outgoing user mail. The research found that if such an advertisement reaches “susceptible” users, the same users will become “infected” (for example sign up for an account) and then go on to infect other susceptible users.

However, according to Klooper, (2012), the viral marketing concept enables consumers to spread the information regarding the products and services through online or through other digital media, which overshadow the traditional marketing practices. Lekhanya (2014) points out that viral marketing is the new generation of WOM marketing. The key driver in viral marketing is the effectiveness of unsolicited, electronic referrals to create awareness, trigger interest, and generate sales or product adoption as stipulated by Bruyn and Lilien, (2008). Also, Dobeles et al, (2016), Successful viral marketing campaigns comprise an engaging message that involves imagination, fun, and intrigue, encourages the ease of use and visibility, targets credible sources, and leverages combinations of technology.

2.5 Significance of Social Media Marketing on Sales Performance

Social media is a way to maintain and foster relationships with the existing fan base. Mangold and Faulds, (2009) points out that when customers see that a firm has taken time to notice them and hear what they have to say, they realize that they are important to a firm and values them, making them more likely to remain happy with that company. Once the fans realize that a firm is engaging with them, they are likely to give that firm further insight on what they should do well and what could be improved on since a firm has made it clear that they have the customer’s attention. This is especially helpful for a firm because learning genuine pieces of information from your consumers is always important. Jagongo and Kinyua (2013) in their study established that social media allows the business to associate with other businesses. The fact that one is able to connect directly to the consumer means one can use this platform to also connect to other entrepreneurs and business owners. From possible strategic business partners to new distributors,

social media lets have real conversations with actual people who might otherwise be socially or geographically inaccessible in the real world as postulated by Mangold and Faulds, (2009)

Another massive contribution of social media marketing on sales performance is that social media has rapidly changed the traditional methods of presence, (Chikandiwa, Contogiannis and Jembele, 2013). Conventionally customers would visit a firm or make orders via a phone call whilst firms would rely on newspaper advertising and television and radio stations, the advent of social media online marketing has since change this reality to a point where customers can just visit a firm's website and be able to know a whole lot information about that firm without making phone call or visit the company premises. The concept of presence now covers an online presence to which is easily accessible to customers. Print and electronic media together with social media marketing can be used generate traffic to a business website. Chikandiwa et al (2013), propounded that traditional methods of presence in the contemporary setting require website owners to stay up-to-date with their websites as they require regular and timely updates. Facebook, twitter and You-tube have come to a point where they are now regarded as sites in their own right to from presence (Facebook statistics, 2013). Since social media is highly dependent on mobile and web-based technologies that create interactive information through virtual communities, sharing, discussing, co-creation and modification of user-generated content has grown significantly.

Also one can say that the use of social media marketing has enabled firms to crowd-source based ideas as one of the most significant contribution. According to Akoth, (2016) due to the fact that firms become very transparent on their business activities on social media platforms, they get to provide detailed information about their products and services and even ask customers for feedback to which they can develop and improve their products and services. This has significantly improved the relationship between firms and their customers leading to development of trust and loyalty. According to Okari (2017), more and even better products have risen as a results of customer feedback thus establishing that social media has promoted firms to

crowd in source-based ideas which are crucial for business development and improved sales performance. It is widely accepted that people want to be customers to credible firms who seem to be transparent with them and value their input on product-service development. The bottom-line therefore is that firms can strategically set themselves to acquire valid information like advice, tips, and basic answers to questions about their business. On traditional basis, social mass media differs a great deal from industrial media in terms of quality, reach, frequency, usability and reliability.

According to Barefoot and Szabo (2010), through the use of social media marketing firms has become able to keep a close eye on competition which is also another massive contribution. Due to resilient and ever-changing environment, firms are rapidly changing their marketing strategies basing on the information they acquire on mass social media feeds particularly from close competitors. Strength and weaknesses of close competitors can be exploited to improve the marketing effort and other areas such as campaigns, promotions and context as well as customer feedback as propounded by Hafele (2011), thus agreeing with the view given by Barefoot et al. Social media can reduce the overall marketing costs. Stephen and Galak (2009), explained that first and foremost, the ability to tweet a message or post something to Facebook is dramatically more cost effective than running a paid advertisement or mailing thousands of marketing pieces. However, there are also advanced advertising tools in social media that allow to run a marketing campaign that is both keyword- and demographic specific so that one can get the best bang for your marketing.

Sinclair and Vogus, (2001) agreed that social media marketing involve the process of gaining attention or traffic through web-based social media destinations. Numerous organizations see the utilization of these social networking as a productive advertising tools from which they can pinpoint many advantages. Madupu (2006), begins by saying organizations can acquire boundless measures of criticism in regards to their items and brands by checking consumer's online conversations, in this way empowering them to identify any issue as quick as possible and work to enhance the performance of future brand. Second, online networking gives a real-time asset with respect to market trends and buyer needs. Organizations can utilize these resources to alter promoting messages and create exceptional focused on features for future products. The third view is given by Cox, (2010) where companies can watch whether their brands are really

suited to meet consumers' wants and can determine which elements of their products make them extraordinary or remarkable in buyer's eyes. Through web-based social networking, organizations permit purchasers to end up included in making new brands and product whether willingly or not.

2.7 Analytical Perspectives on the relationship between Social Media Marketing and Sales Performance

There is an urgent need for businesses in developing countries to tap into the power of social and how such platforms are transforming practices in the marketing area. Several perspectives on the relationship between social media and sales performance have been drawn in an attempt to gain understanding between the two. Since social media marketing is a developing and evolving criterion in business a lot of research needs to be done so that firms can fully benefit from social mass media. The social network perspective, the technology acceptance perspective, the collective intelligence perspective and the generational perspective have aided many researchers in understanding the relationship that exist between social media marketing and sales performance in business development.

The social network perspective considers the structure and impacts of relational webs known as social networks that exist in physical existence thus the people you interact with are transferred into a virtual community on the internet (Durkheim et al 2000). This therefore enables firms to share, link, post and interact with their customers in a two-way channel. The social network perspective imply that firms gain an opportunity to listen and understand customer needs and level of satisfaction, such satisfied customers can be turned into brand ambassadors who introduces a firm to their own social network thereby acquiring new customers and increase in revenue generation as emphasized by Mangold and Faulds (2013). Security firms can successfully use the social network perspective in their conduct and gain significant market share that is not well utilized in conducting business.

The technology acceptance perspective is more progressive in its approach as it is highly focused on expansion and enlargement of a business, (Davies et al, 1989). Expansion and enlargement are agreed to be aligned to positive sales performance as they require adequate revenue to establish the necessary infrastructure. The technology acceptance perspective therefore is highly propounded on the effective use of technology to improve productivity framework and achieve high output. Since social media is moving fast with technological innovation it can therefore be a key drive of sales performance especially for security firms which use sophisticated equipment and materials on daily basis (Mangold and Faulds, 2009). Through social media security firms can increase the perceived usefulness of their services to which customer behavioral desire is based upon. The perspective takes into account ways to predict usage of technology and relies on the measurement of behavioral intention to use a certain product or service instead of actual use, (Davies et al, 1989). Since technology is widely agreed to be a driver on mass production it can also be a key driver for increased sales performance through interactive platforms on social media.

On daily basis people are crowded on social media networks sharing, discussing, linking, reposting and watching different kinds of material available on the internet, such convergence of people on a similar environment has formed the basis of the collective intelligence perspective, (Topscott et al, 2008). The perspective moves with the wisdom that huge crowd of people simultaneously collide at a single point of knowledge at the same time achieving optimum efficiency (Jagongo and Kinyua, 2013) Looking at results from group performances, groups are more productive and diligent in producing collective intelligent features thus the ability of social media platforms such as Facebook can have more impact on how a firm can share, peer, and interact with customers. Openness is therefore a key area under the collective intelligence perspective as it promotes transparency. It is also agreed by Wairimu Kagundu (2018) that people like to be customers to firms which they feel more transparent with. Trust and deep relationship can be established on social media thus promoting customer acquisition and retention. Topscott et al (2008) points out that peering is also another key component of this perspective where old information on products and services can be modified and shared for enticing customers but not in a malicious manner.

On the same note the generational perspective also tries to explain the relationship between social media and sales performance. It considers that life exist in generations or ‘eras’. These generations play a pivotal role on how one perceives and relate with the environment they live in (Strauss and Hove, 1995). In this regard the current generations are more likely to achieve exceptional sales performance when they harness social media marketing since more and more people spent at least 4 hours and 47 minutes on social network posing a probability that no matter the line business a firm operates in there is a significant pool of customers on social media platforms (Brown 1998). People of the same generation are likely to see and perceive things the same way thus shaping how they network based on shared experiences on formative years, (Strauss and Hove, 1995). The way that social media has taken hold of the current generation of people is so amazing and firms can strategically set themselves for higher sales performance when they invest digital marketing.

2.8 EMPIRICAL LITERATURE REVIEW

Loredana et al (2012), undertook a study on efficient tools for IT-based business, both consumers and marketers. The aim of his paper was to investigate to what extent social networks, as Facebook, influence consumer's purchasing decision through a quantitative analysis, which integrates a revised technology acceptance model. The findings confirm that enjoyment is a key determinant of social networks usage as tool for supporting the purchasing decision. It was discovered that more than 700,000 local businesses have active pages on Facebook, 70% of bloggers are organically talking about brands on their blog, and 38% of them post brand or product reviews. At its current rate, Twitter will process almost 10 billion tweets in 2010.

Omondi and Onyango (2016), explored the effects of social media marketing on the performance of a small firm in Kenya engaged in flower exportation using quantitative and qualitative research in a semi-structured manner, the end results brought out that online marketing positively improved revenue, increased market share leading to high profitability. Better performance was realized for firms that had an online marketing strategy than the closest competitor who was using traditional marketing methods. This advantage was believed to be coming from the ability to give personalized and interactive information to customers on the virtual community.

Using primary data to examine about one hundred and fifty small firms, Yasmin et al (2015), undertook a study on the impact of various forms of online marketing. Effective data collection and analysis was done using multiple statistical tools and correlation tests, the study concluded that there is a significant relationship between digital marketing and sales performance.

In trying to understand the concept of social media marketing and its role in Small and Medium Enterprises (SMEs), Srinivasan et al (2016) undertook a study which used exploratory research. The research was centered on the identification of social media marketing techniques that can be used to acquire and retain customers. About fifty Small and Medium Enterprises were consulted in a judgmental sampling to which the results highlighted that online participation by small firms had strong impact on customer brand awareness and brand engagement thereby promoting retention and acquisition of clients. Among the findings was also the positive relationship between time spent online and the amount of sales made. The conclusion was that social media marketing techniques carry positive effects on customer retention and acquisition leading to increased market share and positive sales performance.

Adegbubi et al (2015), administered one hundred and fifty questionnaires to owner-managers of Small and Medium Enterprises as they were examining how can social media marketing impact on performance of Small and Medium Enterprises. Using descriptive statistics and correlation tests to analyses data, the findings were of the view that the creation of relationships and networking of brands had positive impact on brand exposure. This conclusion was based on the reciprocal ability of firms to promote each other's products and services. The implication was that by networking a firm stand to create potential customers or reach new niche market which in the long run increase sales performance.

Among massive research done by Nielsen (2011), found out that firms were of the view that their biggest challenge in the use of social media marketing was the assumed fear of losing active and current customers without internet access but at the same time acknowledging that social media marketing increased profitability, market share and expand market growth.

Considering the impacts of e-marketing on how small firms performed in the manufacturing industry in Kenya, Njau et al (2014), sought to explore how marketing using Email, Newsletter and Blog can impact the performance of Small and Medium Enterprises. The research was done in a survey manner to which random sampling technique was administered to select a sample on behalf of the target population. The findings reviewed that email, newsletter and blog marketing online had enormous influence on business sales performance. Another remarkable finding in this research was that small and medium firms in Kenya were eager to adopt e-marketing as a strategy because it leads to optimum business performance. In the same study it was therefore recommended that the government should become a primary partner with the private sector in promoting e-marketing initiatives and policies, a recommendation that can also be applicable to businesses.

Other researchers like Smitskamp (2015) and Patterson et al (2016), using case study approach and content analysis reviewed that digital marketing enhances brand visibility and increased customer engagement. Also, it was believed that online marketing had an ability to create psychological perception that can carry positive implications on sales performance. Based on the study done by Jain (2014), in India it was reviewed that firms can create leads and drive sales, reach new customers, increase customer brand engagement and brand awareness, gain trust and customer insights as well as improve revenue and profitability.

Schultz and Doerr (2017) using statistical correlation established that 77 percent of elite and 55 percent of top performers agree that managers who are able to use social media for marketing purposes are effective at creating a sustainable maximum selling energy, compared to the only 32 percent of the rest. Other aspects explored related to strategy, structure, operations and enablement which all play a pivotal role in improving sales performance.

2.9 CRITIQUE OF LITERATURE AND THE RESEARCH GAP

As revealed in literature, the available literature on social media marketing and sales performance carries external experiences from Kenya, India, and United States among many others. There is very little literature that can resonate to effects of social media marketing in Zimbabwe let alone on security companies. The literature available fails to clearly point how

companies can employ social media marketing in developing economies such as that of Zimbabwe where economic meltdown is very rampant and how firms can capitalize on the untapped internet resources. Whilst literature is of the view that there is a strong relationship between social media marketing and sales performance and customer brand engagement, this on the other hand does not seem to reflect the actual position in Zimbabwe business environment where firms with an online presence are failing to realize positive sale performance. This therefore can imply that there could be other external forces at work in opposition of what literature has established. It is therefore a task of this work to explore all possible effects of social media marketing on sales performance and business development so that forms in Zimbabwe can fully harness social media marketing to boost sales performance.

It is also critical to note that the majority of literature available on social media marketing and sales performance is focused upon developed nations with few talking into account Africa, other studies have been done in Kenya and South Africa in manufacturing industry and flower exportation and even in food outlets, security companies remain an under researched area being left out in the majority literature. This therefore suggest a huge weakness within literature as it does not address the stipulated research objectives mentioned above hence this work aims at closing the research gap by exploring the effects of social media marketing on sales performance of security companies.

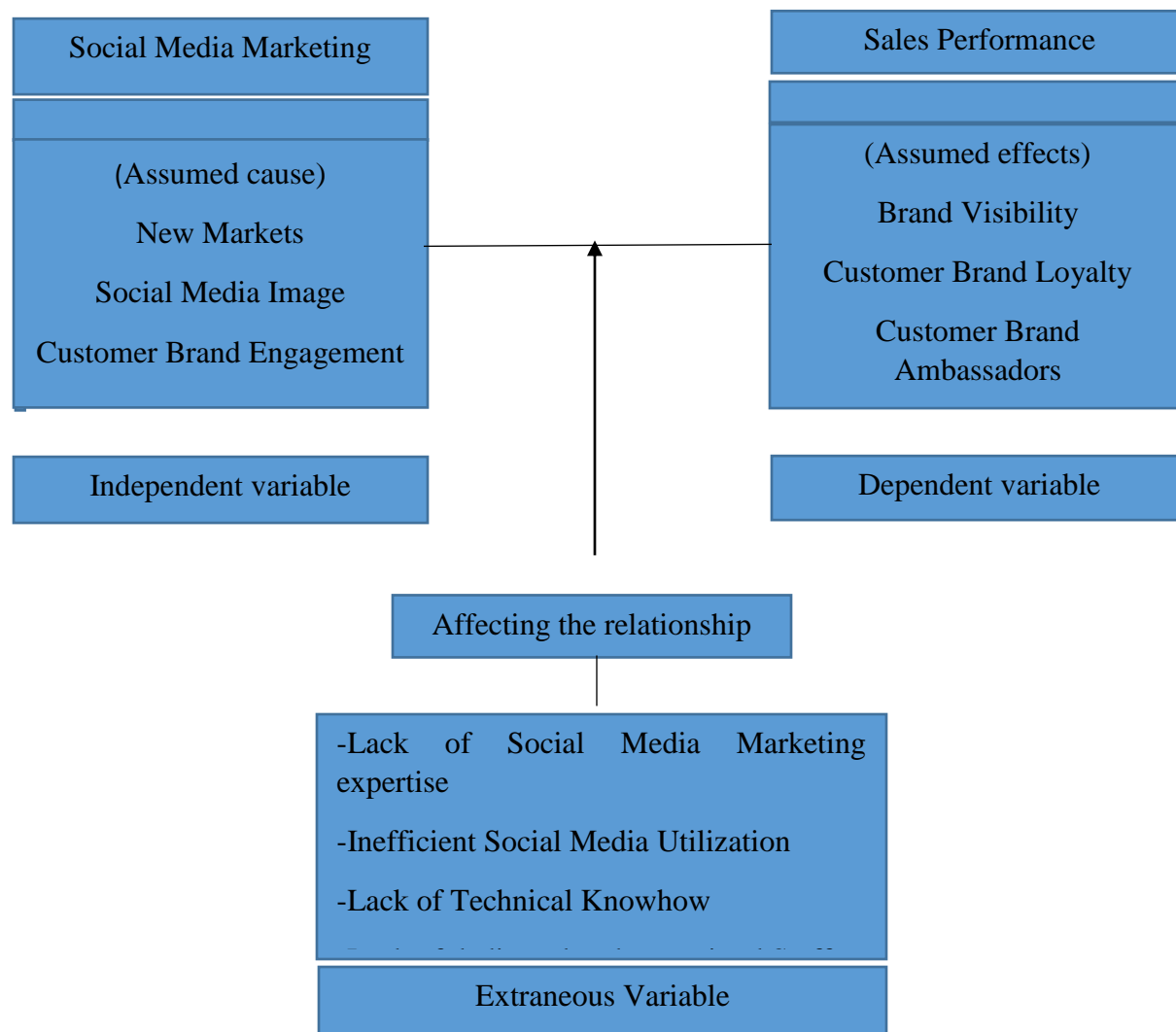
It is paramount to observe that most available literature looking at social media marketing and sales performance in the business sector has focused only on large organisations leaving out small businesses as an unexplored territory. Such academic literature has presented weakness due to the fact that those strategies do not adequately fit in as strategies for firms such as Peace Security Company. In this regard the study seeks to explore the successes that has come as a result of harnessing the power of social media marketing to boost sales performance. It is from such a background that the study seeks to harmonize the marketing strategies that can fit within Small and Medium Enterprises on social media. The social platform has greatly expanded over the last few years and many companies are trying to catch up or keep up with the altering marketing possibilities of the use of social network platforms. How to effectively reach the

consumer and through which medium this can be done, is a daily question for all marketers. This research is therefore geared the exploration of the influence of social media marketing on sales performance and business development.

2.10 CONCEPTUAL FRAMEWORK

On conceptual framework variables were identified and the relationship between them in the study. The relationship is as follows:

Fig 1.3



Conceptual Framework. Source: Adapted from Kumar (2011)

The above Figure highlights the conceptual framework with independent and dependent variables used. The study examined social media marketing as the independent variable. Independent variable can be controlled or changed in a research in order to examine its effects on the dependent variable. The research examined sales performance as the dependent variable that was being tested and measured. Sales performance as the dependent variables gives the outcomes and outputs of employing social media marketing at Peace Security Company.

2.11 CHAPTER CONCLUSION

This chapter discussed the relationship between sales performance and social media marketing as it explores the effects of social media marketing on sales performance based on general perception on a global level. Looking at the available literature, theories and experiences in other countries, it can therefore be concluded that most of the studies previously done on the subject matter largely present an external perception focusing on United States, Europe, India and other developed nations with little attention being given to Africa except for Kenya and South Africa. This therefore presents a weakness in the available literature as it does not reflect the realities in most businesses and fail to answer the research objectives and questions stipulated in chapter 1 hence this work seeks to explore the effects of social media marketing on sales performance of security companies in taking guidance on the conceptual framework above. The research methodology shall be discussed in the next chapter.

CHAPTER 3: RESEARCH METHODOLOGY

3.0 INTRODUCTION

The research methodology used for the study is covered in this chapter. According to Yin (2003), Research methodology is a systematic process of collecting data or information for the purpose of making a vital decision in any sphere of livelihood. Brynard et al (2014), regarded research methodology as a structured approach that consists of sequential steps that are to be followed when one is undertaking research study. The researcher discussed research design, research philosophy, the research strategy, the research approach which were used in carrying out the study. The rationale for using a single case study was explained as well as the justification for the research design together with sampling techniques, data collection instruments, validation and data analysis. A few years ago, many people in businesses did not know what social media was and the impacts it would have on businesses as it was a developing trend.

3.1 RESEARCH DESIGN

According to Yin, (2003) research design is the super glue that holds together all the elements of the research. Looking at the work by Saunders et al (2009), one can identify three main types of research design namely descriptive, exploratory and explanatory. By adopting the exploratory research design: a valuable way of finding out what is going on; asking questions, sourcing out new insights and examining phenomena in a new way. Using the exploratory research design is justified due to the fact that the problem under examination has not been studied in detail in the Zimbabwean context thus the research is geared towards discovering ideas and insights into the problem.

3.2 RESEARCH PHILOSOPHY

The research philosophy that is adopted in this research is a qualitative research philosophy because it is inductive in manner. White (2012), is of the perception that one can carry out research using quantitative or qualitative approach. The two approaches can be used as

complimentary in a combination sequence in order to answer research questions and attain research objectives. However, wisdom holds that the process of enquiry in science is basically the same despite the method used. The objective in this regard is to examine the relationship between social media marketing and sales performance particularly for security companies. The philosophy here therefore is that to seek ways in which businesses can leverage social media to improve their market share and overall sales performance by reaching new customers, develop relationships and improve customer brand engagement therefore a qualitative research approach was used in this research

3.3 Quantitative Approach

When one uses quantitative approach for research purposes, the aim is to reveal information that can be generalized in order to suit a large group of people or population. The data gathered using quantitative research approach can be quantified. White (2000), posits that quantitative research approach is an iterative process by which evaluation of evidence is conducted, theories and hypotheses are tested and refined. Other researchers agree that the approach is associated with positivism research philosophy in case of natural sciences. This approach is mainly favored because the outcomes are easy to summarize, compare and generalize as well as interpretation. Primary data collection methods include questionnaire, interviews and surveys. Secondary data collection methods include making reference to other books, journals, articles, dissertation, research papers, websites, online articles and journal, and research reports.

3.4 Qualitative Approach

According to Hancock, (1998), Qualitative research is concerned with developing explanations of social phenomena. When a researcher attempts to acquire understanding of the existence of given scenario in a holistic approach, one is required to use qualitative research approach. It involves the use observation and discussions among many other data gathering instruments. Silverman (2000), suggested that qualitative research approach is often regarded as a limited methodology and is best suitable for the early stages of a study thus it is for familiarization, theory formulation and counting of related variables in exploratory manner. Qualitative research is opposite to quantitative in the sense that quantitative focuses on bringing out the measure of the phenomena being studied in numeric (numbers). Therefore, it is of great importance that this

research considers the nature of the problem being studied which favors a qualitative approach and therefore employs a qualitative research.

Advantages of Qualitative Research Method

According to Guba and Lincoln (1994) qualitative research enables a researcher to get more detail and depth since it goes beyond considering ranks and positions by taking note of attitude, behavior and feelings. Qualitative research promotes openness by encouraging participants to expand on their responses thus leading to new discoveries of information. Denzin and Lincoln, (1994) says that qualitative research limits pre-judgement conclusions, if used as a complimentary to quantitative research one can be able to identify the reason why a certain response was given and evokes individual experiences of participants.

3.4.2 Selecting the Suitable Approach

Kroelinger (2012), indicated that the major distinction between quantitative and qualitative research is that the later generates detailed, depth, rich and usable data which leads to an in-depth understanding on the effects of social media marketing on sales performance, whilst on the other hand quantitative research gives general and quantifiable data suitable for a larger population. Choosing the suitable approach is therefore highly dependent on the nature the research, resource availability, and the type of information required. In a bid to understand the effects of social media marketing on sale performance the researcher used qualitative approach and unstructured interviews and questionnaires were used to collect information relevant to answer the research questions, exploration of ideas, experiences, views and perception with officers of Peace Security Company.

3.5 Research Strategy

Research can be done through several ways according to Yin, (2008) and such ways include experiments, histories, surveys, case studies and other archival information. Furthermore, Yin (2008), points out that each strategy given has its own unique merits and demerits that are based on three conditions namely: the researcher's control over actual interactive events, research type

and contemporary versus historical phenomena. The research comprises of ‘how’ and ‘what’ questions about the existing set of events to which the researcher has limited control (Yin, 2000) thus leading to the utilization of the case study strategy. The case study strategy was preferred since it enables the researcher to see insights in a historical, comprehensive and contemporary way, the prime research question.

Case study Strategy

The research used a case study strategy in attaining its objectives and in explaining ways in which social media affects sales performance at Peace Security and establish the relationship between the two. Yin, (2008) has argued that case study strategy answers the ‘how and what’ questions about the existing set of events to which the researcher has limited control over. Ibid (1998), also indicated that case study strategy can be in form of qualitative or quantitative research which can adopt an inductive approach to data, studies things in contextual and subjective meanings that are brought by people in a particular situation. Another reason which prompted the researcher to adopt the case study strategy is the limited time to undertake the research and access to privilege information, (Anderson, 1993). The use of open-ended questions also determined the suitability of the chosen research strategy as it promotes the accumulation of detail with follow up questions.

3.5.1 Demerits of Case Study Strategy

The main weakness for using case study strategy is its lack of precision which is often absent when other strategies are used possibly due to the presence of multiple procedural texts that provide a guideline to which a researcher can follow. According to Yin (2008), case studies are often criticized for providing limited basis of scientific generalization.

3.5.2 Merits of the Case Study Strategy

Using a case study enables a researcher to employ several sources and ways as part of the research activity to deal with restraints and limitations, relationships and procedures in a complete manner leading to high reliability and validity of the findings as postulated by Yin (2008). This therefore suggests that case studies can simplify concepts that are diverse and complex. Saunders et al (2009), explained that case studies also give participants an opportunity to explore real life situations hence adding value to participants by improving communication, analytical skills, valuing of different views on the matter and enabling one to defend their own

view point logically. In this case Peace Security Company is the typical case study where the researcher seeks to examine the effects of social media marketing on sales performance for security companies at large Dowd (2018), states that case study strategy gives room for more details to be gathered that may not be acquired easily by other designs on a normal basis. It was against this background that the case study strategy was employed in this study.

3.6 DATA COLLECTION

Data collection is the process of gathering and measuring information and on variables of interest, in an established systematic fashion that enables one to answer stated research questions, test hypotheses and evaluate outcomes. The researcher used primary sources in collecting data. Primary sources provide data that is pertinent in the area that is under study environment. Data collection is the systematic approach to gathering and measuring information from a variety of sources to get a complete and accurate illustration of an area of concern enabling one to answer the research questions and to test outcomes as explained by McLaughlin (2016). In this regard data to be collected is critical to the perceived effects of social media marketing on sales performance business development taking into account Peace Security Company as a case study.

3.6.1 Population

Bryman (1995) defines population as a group of people where investigation and results of research are meant to be drawn from, the scholar however alludes that it is not possible to study each and every member of the population. In essence population is a group where specified respondents are to be drawn from to be studied. In relation to the research at hand, the researcher sought to investigate the effects of social media marketing on sales performance of Security Companies taking into consideration management, business development officers and the security guards.

3.6.2 Sampling

According to Yount (2006) sampling is a process where the researcher selects a number of subjects for a study from among a greater population. The greater the sample size implies high chances of outcomes to truly represent the population being studied. Bhattacharjee (2012) argues

that is paramount to select a sample that is a direct representative of the population so that the results yielded from the sample can be generalized back to the population that is being studied.

3.6.3 Sampling Strategy

Purposive sampling was used in this research. Denzin and Lincoln (2005), postulated that purposive or judgement sampling is one of the most commonly used sampling technique where respondents are grouped in accordance to a set criteria which is relevant to a particular research questions. According to Neuman (2012), purposive sampling is selective in nature and promotes the focus on specific characteristics of the target population key in the use of social media at Peace Security. In judgment sampling the sample size may or may not be fixed prior to data collection but may depend on the resources and time available as well as the study objectives. It is justified as it enables the researcher to remain focus on management, marketing team and the business development officers at Peace Security.

3.7 RESEARCH INSTRUMENTS

The researcher employed questionnaires and unstructured interviews for data gathering.

3.7.1 Questionnaires

Monette et al (2011) regard a questionnaire as a way to collect data in survey research that contains recorded questions that people respond to directly on the questionnaire form itself, without the aid of an interviewer. The researcher administered questionnaires to management, business development officers and security guards at Peace Security Company. This was done in order to collect forms of social media used at Peace Security, uses of social media as well as examine the presence of committed expertise towards social media marketing at the firm. Both open and close ended questionnaires were administered in the research. A questionnaire promotes the collection of large amounts of information thus it is a quick way of collecting data. The researcher also made sure that the questionnaire did not contain language that is considered offensive and or discriminatory in nature.

3.7.1.0 Disadvantages

Cohen et al (1996) posits that misunderstanding of questions on a questionnaire is very high thus leading to the submission of irrelevant response and that very few people take

questionnaires very seriously. Partial completion of the questionnaire is also high due to the fact that respondents may have interest in certain questions thus neglecting the other questions.

3.7.1.1 Advantages

According to Cohen et al (1996), there is a high level of anonymity hence respondents feel at ease to answer questions without feeling the pressure of bias. Standardized questionnaires result in respondent's rapid and effective data collection process. Robson (1993) postulated that questionnaires can be administered and distributed at a low or no cost and they allow participants to elaborate on their answers. Therefore, the advantages outweigh the disadvantages leading to the use of questionnaire in this study.

3.7.2 Unstructured Interviews

The study employed unstructured interviews to compliment the questionnaire so as to enable the researcher the opportunity to explore the effect of social media marketing on sales performance at Peace Security. Robson, (1993) posits that unstructured interview promotes informants the freedom to express their views in their own terms and that they are suitable for open ended data where the researcher explores informants' thoughts, feelings and beliefs. A set of questions equipped with recording was employed so as to capture every minute detail of the effect of social media on sales performance. These interviews targeted senior and middle management and security guards at Peace Security Company. It is also of great importance that the researcher considers that no language that is offensive was employed in collecting data during interview time.

3.7.2.0 Disadvantages

According to Cohen et al (1994) unstructured interviews are often time consuming and lead to research fatigue and are associated with high cost of production.

3.7.2.1 Advantages

Robson (1993) asserts that unstructured interviews enables the researcher to pursue further probing and seek more clarity and explanations. Interviews produce immediate responses. More detail can be generated from non-verbal responses. In this regard the advantages outweigh the disadvantages.

3.9 ETHICAL CONSIDERATIONS

Ethics is a set of moral principles that concern human behaviour essentially concerned with the principles of right and wrong conduct (Andrews, 1988). These ethical norms prohibit the researcher from fabricating, falsifying or misrepresenting research data hence promote true interpretation of findings and avoid error. For the purpose of this research, the following ethical considerations were taken into consideration.

Seeking permission: The researcher sought permission to carry out this study from the relevant authorities to avoid trespassing during the course of the research especially from Peace Security Company and other target population in providing information on how social media platforms have affected their business in terms of social media and sales performance.

Confidentiality: Information collected for the purpose of this research was kept confidential. Confidentiality was ensured by not including participant's names during data presentation. Considering the nature of business of Peace Security Company, confidentiality was be the highly respected ethical consideration. This was also be done in-order to protect and safeguard commercially sensitive information.

Informed consent: According to Adams (2013) research participants must consent to participate in a voluntary way, free from any coercion or manipulation. The research was conducted on voluntary basis. Participants were not coerced into taking part in the research. In order to uphold this ethic, the researcher presented consent forms to the participants so that they sign when they fully understand the nature of the study and the prospects associated with taking part in the research.

3.10 CHAPTER CONCLUSION

This research chapter considered the research methodology and the design of the research which is the whole research plan. The main focus was on the research philosophy that was adopted which is a qualitative research, with an inductive approach. A case study was used and data collected using both questionnaires and unstructured interviews. Data displays and write-ups were chosen to analyse findings. In the next chapter the researcher discusses and analyse the findings of the research.

CHAPTER 4 RESULTS AND FINDINGS

4.0 INTRODUCTION

This chapter is focused on data presentation and findings of the research from the unstructured interviews and questionnaire and they were analyzed using content analytic tables. Data within the content analytic tables were explained supported by an argument based on the nexus to literature. Senior management constitute of Executive Director, Chief Executive Officer and General Manager whilst middle level management comprises of Business Development Officers 1, 2, 3 and 4. An analysis of the questionnaire distributed to the Security Guard is given in this chapter together with a summary of findings. Part A contains the demographics of the Participants whilst Part B contains sections covered in the objectives namely; social media platforms used, presence of committed expertise towards the use of social media, social media and business development strategy.

4.1 PART A: Senior Management and Middle Management

Section A: Demographics

Table 4.1 below gives a summary of the demographic information of the participants that were targeted.

Participant	Age of Participant (years)	Professional/ academic background	Number of Years employed by Peace Security Company	Number of Years in Current Position
Executive Director	49-58	Development and Administration degree/ Occupational Health Nurse.	19	15
Chief Executive Officer	35-48	Human Resources degree/ Business Administration and entrepreneurship	15	10
General Manager	28-35	Marketing/ Business Development and operations	8	5
Business Development Officer 1	30-45	BA (Hons) Business (CIM)	8	5
Business Development Officer 2	30-45	Graduate Certificate in Business Administration and Management	8-10	8
Business Development Officer 3	30-45	Graduate Diploma in Risk and Security Management	5-8	5
Business Development Officer 4	30-45	BA (Hons) Business (CIM)	5	5

Unstructured interviews were conducted with the Executive Director, Chief Executive Officer and the General Manager currently seating on strategic position of the security company. The

Executive Director, the Chief Executive Director, Business Development Officers have been with Peace Security Company for more than five years and the General Manager has been with Peace Security Company for more than seven years. The participants were highly experienced based on the number of years employed by Peace Security and were currently at leadership and managerial positions and with significant more than five years with Peace Security Company. The findings above highlight that the respondents were at the tactical level within the firm when the research was undertaken.

4.2 Section B: Social Media Platforms used at Peace Security Company

Question 1: Please can you explain the social media platforms that are used by Peace Security Company? Table 4.2 below shows the responses of the participants.

Table 4.2: Social Media platforms used at Peace Security Company

Participant	Response
Executive Director	Peace Security Company currently has four active social media platforms, (Facebook, Twitter, LinkedIn and Website) but we hope to increase this number very soon especially considering that all handles for other brunches are based here in Harare.
Chief Executive Officer	Right now, we have Facebook, Twitter, LinkedIn and a company website that contains a lot of detail about who we are. We are trying to catch up with others in terms of social media marketing
General Manager	Usually we are using Twitter, Facebook and LinkedIn for our social media activities. There is also a website for the company which contains our information and services offered.
Business Development Officer 1	Basically, here we have four social media platforms that we use for digital activities. Apart from these four I can also add WhatsApp, it has been useful in establishing rapid communication.

Business Development Officer 2	Right now, there are four active social media platforms that are running at Peace Security. These are Facebook, Twitter, LinkedIn and a Website.
Business Development Officer 3	I know you have been told of Facebook, Twitter, Website but people are forgetting that WhatsApp has also become very instrumental here at Peace Security.
Business Development Officer 4	I would say that we have five social media platforms including WhatsApp. I mainly use it for communication here at the Harare Headquarters.

Participants gave responses that are contained in Table 4.2 showing the platforms of social media used at Peace Security Company. The Executive Director concurred with the Chief Executive Director that Facebook, WhatsApp, Twitter, LinkedIn and a Website are social media platforms used at Peace Security. Peace Security Company use five platforms namely Facebook, Twitter, LinkedIn, a company website and WhatsApp. Business Development Officer 1 and 4 brought out that social media is used for communication there by establishing a link with literature. The CEO pointed out that the website contains information about the firm. The executive Director and Business Development 4 indicated that the headquarters of Peace Security is responsible for social media marketing for all branches nationwide. The existence of these five social media platforms makes the submission fall in line with literature. Strauss and Hove propounded that the current era is characterized with mass social media going viral and that social media marketing was becoming a daily norm in their Generational theory.

Question 2: Can you describe what Social Media is used for at Peace Security Company? The responses are given in the table below.

Table 4:3 Social Media use at Peace Security Company

Participant	Response
Executive Director	Our social media activities are mainly centered on public relation issues and reaching news markets as well as issues such as damage control and company profile updates and monitoring.
Chief Executive Officer	Multiple activities are done on our social media platforms. We use it for

	customer brand engagement, brand visibility and to establish relationships with other actors in the field on social media.
General Manager	Facebook and Twitter are the most common used social media handles we have been usually used for PR issues and that where we reach new markets.
Business Development Officer 1	Monitoring, establishing connections and foster effective communication are some of the basic uses of social media here at Peace Security.
Business Development Officer 2	We use social media for a wide range of activities such as communication, running promotions and advertise our services there.
Business Development Officer 3	Social media here is for linking up, building customer loyalty and interacting with our stakeholders.
Business Development Officer 4	Monitoring, running promotional adverts, communicating with stakeholders and giving updates are some of the use of social media here.

The responses in Table 4.3 above indicates the uses of social media within Peace Security Company. The Executive Director and the General Manager pointed out that the main activities that are carried out on social media are closely tied to public relations, monitoring, reaching of new markets and company updates. Business Development Officer 1, 3 and 4 concurred that social media at Peace Security was used for monitoring, communication and running promotional adverts. Chheda (2008) supports this finding as he established that social media marketing has rapidly changed the traditional methods of presence. These responses reveal a link between literature and social media marketing at Peace Security as propounded by Scharl et al (2008) stipulating that digital marketing can be understood as the use of wireless medium that provide customers with location and time structured information that promotes products, services and ideas.

Question 3: Can you explain who is responsible for handling the online image of PSC? The responses from the Participants are given below.

Table 4.4 Handling of Online Image at Peace Security

Participant	Response
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Executive Director	The business development officers are responsible for content development. Sometimes I work with them to ensure quality content is developed.
Chief Executive Officer	I am part of the people who develop social media content. There others who are in the marketing and operations department as well.
General Manager	We have several business development officers, five of them. They handle and develop what we post on our social media pages with other executives.
Business Development Officer 1	I work together with other business development officers in generating quality website and social media content.
Business Development Officer 2	The responsibility is currently with us business development officers but developing social media content is not part of our daily duties.
Business Development Officer 3	I am responsible for this task but the main challenge is that I have other responsibilities in terms of meeting sales targets so I end up paying less attention to social media content development.
Business Development Officer 4	It is a top and middle management responsibility but there should be a single personnel who can be responsible for development of the content. As it stands the task is widely distributed.

The senior management pointed out that business development officers are responsible for handling the online image of Peace Security. The business development officers 1, 2, 3 and 4 all concurred that the responsibility to maintain the online platforms was theirs. The senior management admitted that they get involved in making sure that quality online image is maintained and the responsibility was widely distributed between senior and middle management. The General Manager pointed out that social media was still a new and developing trend across the continent. This is very much in line with the findings made by BDO 4 however is of the view that handling of the online image of Peace Security Company is a top and middle management responsibility.

Question 4: How does Peace Security Company use Social Media for marketing purposes? The responses are given in the Table 4.3 below.

Table 4.5: Use of Social Media for Marketing Purposes

Participant	Response
Executive Director	Like I pointed earlier on our main use of social media is PR so we rely on other forms of advertising as our marketing strategies. We use it as a complimentary marketing strategy.
Chief Executive Officer	Marketing is very vital to our line of business and we have not fully utilized our social media platforms for marketing purposes.
General Manager	Social media is very new to us as a company in the security industry and we have been relying on other marketing strategies such as billboards in every main city.
Business Development Officer 1	The strategy for increasing sales performance is not really aligned to social media marketing. At the moment we were relying on other forms marketing. Social media is a complimentary tool for marketing.
Business Development Officer 2	Social media is currently playing a complimentary role towards marketing in that we rely on other forms of advertising as our marketing strategy.
Business Development Officer 3	We are still developing ways in which we should use social media for marketing. At the moment our marketing on social media is not very effective.
Business Development Officer 4	Word of Mouth marketing on television, radio stations and massive billboards.

In Table 4.5 Business Development Officer 1 and 2 pointed out that social media was playing a complementary role as a marketing strategy. The Executive Director and the General Manager exposed that social media was a tool deployed to public relations issues. The General Manager pointed out that social media was still a new and developing trend across the continent and not only were security companies lagging behind but other sectors also. Business Development Officer 4 said that word of mouth marketing on television, radio station and billboards are used for marketing. The finding here falls in line with the position of literature in regards to Scissons et al (2015) who points out that networking sites online such as Facebook, Twitter, LinkedIn and Instagram keep on adding around 100-000 users on a daily basis.

4.3 Section C: Presence of Committed expertise towards the use of Social Media

This section took into consideration the presence of committed expertise and man power towards the use of social media at Peace Security Company.

Question 1: To what extent does Peace Security have people with the skills to develop material for social media platforms? Responses are given in Table 4.5 below.

Table 4.6: Development of Social Media Content

Participant	Response
Executive Director	At the moment our social media skills are not very much refined towards developing cutting edge social media material. It is at an optimum level so it is to a limited extent. We had to hire a 3 rd party to develop the current content on our Website.
Chief Executive Officer	The material developed currently is good enough for social media platform but more can be done to maximize visibility and brand awareness. I would say it is to a balanced extent.
General Manager	We do not really have a social media team that is responsible for developing social media content. Sometimes we hire 3 rd party develop material for us but our business development officers have regular interaction with customers on social media.
Business Development Officer 1	To a limited extent because there is no social media team at Peace Security that is responsible for coming up with social media content. What is available is developed by Business Development Officers and our SHEQ department who somehow have no expertise in social media marketing.
Business Development Officer 2	That would be to a limited extent, there is no dedicated personnel here at Peace Security that directly deals with content development for our social media platforms.

Business Development Officer 3	Committed expertise towards the use of social media marketing is not assured so it is to a limited extent. At times we rely on hired 3 rd parties to develop quality content.
Business Development Officer 4	I would say it is to an average extent. The material is developed by people without the knowhow or expertise towards social media marketing. What is on website was actually developed by a hired third party.

In the Table 4.6 above, the Executive Director pointed out that social media content development skills were not refined. Similarly, the General Manager concurred with Business Development Officer 1 that there is lack of committed expertise towards social media. Business Development Officer 2, 3 and 4 posited that social media content development ability was done to a limited extent since the people handling social media have other responsibilities. The Executive Director, General Manager and Business Development Officer 3 mentioned that at times hired 3rd party developers are hired for the task. Based on the response given by the Executive Director there is no committed individual who is constantly developing and monitoring social media activities. The Chief Executive Officer exposed that the material available on the website was developed by a hired third party. In line with above is the finding by Onyango (2016), postulating that the advantage of social media marketing seems to be emanating from the ability to give personalized and interactive information to customers in a virtual community.

Question 2: Please describe in brief how often your social media platforms are updated? Table 4.6 contains summarized responses from Participants

Table 4.7: Updates of Social Media Platforms

Participant	Response
Executive Director	Most of these platforms that we are using have got an insight platform that you can use to monitor activities online. The platforms are refreshed and reviewed on regular basis to get customer feedback and insights.
Chief Executive Director	Review and refreshment of social media platforms is supposed to be on regular basis but since there no specific person to monitor social media,

	there is poor tracking and refreshing of these sites.
General Manager	The level of dedication and commitment to use social media especially for marketing purposes is very limited here at Peace Security. The level of updates is very minimum.
Business Development Officer 1	The people who are currently handling social media platforms here have other responsibilities leading to poor updates of the platforms
Business Development Officer 2	These platforms are updated once or twice a week. Normally they should be refreshed three or more times to ensure effective interaction.
Business Development Officer 3	Due to lack of personnel to monitor social media here at Peace Security the platforms are not adequately updated. Once per week and sometimes it can even be more.
Business Development Officer 4	They are reviewed once a week which I think is enough but given a different scenario they should be refreshed more often to ensure effective interaction.

In Table 4.7 above: the General Manager and the Chief Executive Officer concurred with the Executive Director that Peace Security Company social media platforms are not adequately updated due to lack of personnel. Business Development Officers 2 and 4 said that the people who are currently responsible for updating social media are burdened with other responsibilities thus undermining their effectiveness towards social media marketing. The Executive Director points that the platforms are updated once or twice a week which is not adequate for effective marketing. The Business Development Officers 2 and 4 agreed that a single update once a week is good enough for a security company. Literature by Topscott et al (2008) brings out that for social media marketing to be effective, the following principles should be considered; sharing, peering, openness and updating. Sharing stipulates that there is need for frequent exchange of ideas and innovation so as to enhance productivity. Whilst peering holds that old information on services can be modified to meet personal needs of customers.

Question 3: Who is responsible for developing content used on Peace Security Company social media platforms? The Table 4.7 below gives responses from the participants.

Table 4.8: Social Media Content Development Responsibility

Participant	Response
Executive Director	We have several Business Development Officers, five of them. They handle and develop what we post on our social media pages. I help out in aligning the content with the objectives of Peace Security
Chief Executive Officer	The business development officers are responsible for content development. Sometimes I work with them to ensure quality content is developed.
General Manager	I work together with our business development officers in generating quality website and social media platform content although our innovations are not well refined.
Business Development Officer 1	I am part of the people who develop social media content. There others who are in the marketing and operations department as well.
Business Development Officer 2	I am responsible for this task but the main challenge is that I have other responsibilities in terms of meeting sales targets so I end up paying less attention to social media content development.
Business Development Officer 3	The responsibility is spread across us business development officers at the moment but other responsibilities tend to press us so we end up paying less attention to social media content development
Business Development Officer 4	The responsibility is currently with us business development officers but developing social media content is not part of our daily duties.

In the Table 4.8 above, the Executive Director points out that responsibility to develop social media content is spread across business development officers. The Chief Executive Officer and the General Manager agreed that they work together with Business Development Officers in developing quality social media content. Business Development Officers 1, 2, 3, and 4 concurred that they share the responsibility to develop social media content. The Executive Director posits that he aligns the developed content with the company the company vision and objectives.

4.4 Section D: Social Media and Business Development Strategy at Peace Security

This section examines the existence of factors that foster business development strategy at Peace Security.

Question 1: Can you explain which department of Peace Security is responsible for business development strategy formulation? Responses given are recoded in the Table 4. 12 below:

Table 4.9: Department in Business Development Strategy Formulation

Participant	Response
Executive Director	Our marketing, operations and SHEQ departments are mainly responsible for formulating business strategy and building lasting relationship with customers.
Chief Executive Officer	Departments also collaborates towards building relationships with clients. Often times I involve myself in building good relations with clients and strategy formulation.
General Manager	This is mainly done by three sub departments, the SHEQ, the marketing, and the operations departments but on regular basis I get involved as well to compliment the department.
Business Development Officer 1	Basically, everyone here at Peace Security is an agent for strategy formulation for development. It is not a responsibility that can be left to a single department or single person. I am hands on with the process.
Business Development Officer 2	I am mostly involved in strategy formulation and fostering relationships with clients.
Business Development Officer 3	Business development strategy formulation is inclusive here at Peace Security the responsibility is spread across management.
Business Development Officer 4	Our departments complement one another when coming up a strategy on business development.

The Chief Executive Officer and the General Manager indicated in Table 4.9 that business development strategy formulation is mainly done by the marketing, SHEQ and operations

departments. The Executive Director said that due to his position within Peace Security, on a regular basis get involved in drafting strategies that are meant to build relations with customers. As recorded in the Table 4.9 above, BDO 3 pointed out that business development strategy is an inclusive process involving both senior level and middle level management. BDO 2 and 4 concurred that the involvement of top management is crucial in cementing those relationships hence the finding falls in line with literature. This submission is in line with literature in the sense that both senior and middle level management are involved with strategy formulation. The submissions here by the participants fail to adequately satisfy the literature by Brescianini and Eppler (2012) in which they established that business development strategy formulation is a vital process for the survival and success of a business and that business in the current conditions have more marketing opportunities than ever before on social media.

Question 2: Briefly describe to what extent is social media viewed as a strategic tool for business development at Peace Security? The responses are recoded in the Table 4.9 below

Table 4.10: Strategic tools for Business Development

Participant	Response
Executive Director	Social media is indeed a strategic tool for business development here at Peace Security to a greater extent. What we need is dedicated expertise to implement it.
Chief Executive Officer	Advertising has shifted its dynamics and social media marketing has become very vital for us and we look forward to its implementation.
General Manager	It's a developing trend and its rewards are very inspiring therefore we regard social media as a major tool for business development.
Business Development Officer 1	Social media offers amazing opportunities and we have been pushing for its effective implementation here at Peace Security.
Business Development Officer 2	I think that social media should be viewed as a strategic tool for business development for any organisation. It is the current trend that offers great opportunities for expansion.
Business Development	To a greater extend social media marketing is a tool for business

Officer 3	development here at Peace Security but we are lacking the necessary expertise to implement it.
Business Development Officer 4	I believe social media marketing is a tool for business development to a large extent. We only need committed personnel to administer it here at Peace Security.

The Table 4.10 above has responses from the participants. The Executive Director pointed out that social media is indeed a strategic tool for business development for Peace Security. Concurring, the Chief Executive Officer said that social media marketing is very vital and awaits its effective implementation. BDO 3 concurred with the Executive Director and the business development officer 4 concurred that social media at Peace Security require committed expertise in order to increase sales performance. According to the CEO, advertising has shifted its dynamics and social media marketing is very vital for Peace Security and the firm is looking forward to its implementation.

Question 3: Can you quantify any sales generated through social media marketing? Table 4:11 below shows the responses.

Table 4:11: Sales generation and Social Media Marketing

Participation	Response
Executive Director	To a very limited extent. Sales generated at the moment are not influenced by our social media activities. At the same our activities online have managed to bring in new clients.
Chief Executive Officer	Our sales at the moment cannot be said to be associated with our social media activities so I cannot quantify in terms of volumes. We do not have a strict social media marketing strategy at the moment.
General Manager	We have billboards as a general marketing strategy. Social media at the moment plays a limited role in generating sales so it becomes difficult to quantify the sales generated from social media.
Business	Social media at Peace Security at the moment is not being utilized for sales

Development Officer 1	generation but rather for public relations. A few new customers have emerged out of its use but it cannot be quantified.
Business Development Officer 2	The problem right now is expertise in the use of social media but I think that can significantly improve sales that are being generated at the moment.
Business Development Officer 3	Right now social media is not effectively utilized therefore the sales being generated are not very much associated with social media.
Business Development Officer 4	The sales cannot be adequately quantified. Sales at the moment are not entirely related to the use of social media.

In the Table 4.11 above, the Executive Director and the CEO had a common perspective that sales generated from social media marketing can be quantified to a limited extent. The General Manager said that a limited number of clients have emerged from social media marketing. Business development officers 3 and 4 pointed out that social media was not effectively utilized and that sales at the moment were partially related to social media marketing. Executive Director and General Manager brought out that sales generated from social media marketing can be quantifies to a limited extent. The Chief Executive Officer said that he could not quantify the sales in volumes because they did not have a strict social media marketing strategy to follow. The finding here is in contradiction with literature by Weber (2012) who concluded that social media marketing plays a great role in the long-life cycle of business development and market penetration and the view that highly engaged customers buy more and promote more and show a high level of loyalty.

Analysis of the responses from Security Guards at Peace Security Company

Facebook, LinkedIn, You-tube, Instagram, WhatsApp and Twitter are among many other examples of social media platforms.

Question 1: Please can you explain social media platforms that you are aware of at Peace Security? Table 4.12 below shows the responses given by the participants.

Table 4.12: Social Media Awareness at Peace Security

Participant	Response
Security Guard 1	Facebook, LinkedIn, Twitter and WhatsApp are some of the social media platforms I know at Peace Security. I have a personal account on Facebook but I do use it for work purposes.
Security Guard 2	I am aware of five social media platforms here at Peace Security namely Twitter, Facebook, WhatsApp, Website and LinkedIn.
Security Guard 3	We have a multiple social media platforms here at Peace Security, among them we use Facebook, Website and WhatsApp.

The Table 4.12 above: Security guard 1, 2 and 3 concurred that they were aware of Twitter, Facebook, LinkedIn, WhatsApp and Website as the social media platforms used at Peace Security. Security guard 1 pointed out that he has several personal accounts on social media but he was not permitted to use them for work purposes. WhatsApp was agreed to be the primary means of communication used by the security guards. The mentioned social media platforms are in line with literature. The use of these social media platforms at Peace Security falls in line with the literature provisions by Cox (2012), who posits that firms need their message to reach many people and this goal can be achieved by creating a presence where customers spend their time at, mostly they spend time on social networking sites.

Question 2: Can you describe what role do you think these platforms play at Peace Security? Table 4.13 below contains responses from the participants.

Table 4.13: Role Played by Social Media Platforms at Peace Security

Participant	Response
Security Guard 1	Social media platforms should be used for advertising and to foster communication with our clients and reaching of markets.
Security Guard 2	These platforms play a crucial role for brand visibility, interaction, it's a platform to increase customer base.
Security Guard 3	The use of social media promoted customer loyalty through regular interaction and obtain customer feedback. Brand ambassadors can be obtained on social media.

The Table 4.13 contains responses from the security guard 1, 2 and 3 who pointed out that social media platforms play a pivotal role in advertising and to foster communication with our clients and reaching of markets. Security guard 3 posited that the use of social media at Peace Security is to promoted customer loyalty through regular interaction and obtain customer feedback. Security guard 2 concurred that these platforms play a crucial role for brand visibility, interaction and that they are a platform to increase customer base. However, there was no clarity in terms on social media marketing strategy at Peace Security as Pointed by Security Guard 1. Literature by Lua (2019), points out that whether you are running a brick and mortar store, an e-commerce site, an agency or a software company, social media is a primary advertising channel for your business and obtain rapid feedback.

Question 3: In your opinion do you think that these social media platforms are important for Peace Security? Table 4.14 below consist of responses from the participants

Table 4.14: Importance of Social Media Marketing

Participant	Response
Security Guard 1	I think these platforms are very important as they promote reaching of new markets, which in the long run lead to increased sales performance.
Security Guard 2	Indeed, social media platforms are important, that's where you

	can do your advertising and get recommendations and compliments.
Security Guard 3	They are important in that they promote engagement, loyalty and increase sales revenue if done effectively. They are for advertising.

Table 4.14 above summarizes responses from the participants. Security guard 1 postulated that the platforms are very important as they promote reaching of new markets, which in the long run lead to increased sales performance. Whilst agreeing with the view given, Security Guard 2 pointed out that indeed social media platforms are important, that's where you can do your advertising and get recommendations and compliments. Simultaneously, both categories of participants established that there is a strong connection between social media and customer brand engagement citing it as one major positive impact that can be realized there by establishing a link with literature. The Image Consultant Firm, (2018), points out that a social media image covers aspects of professional appearances of one's business and how that carries significant effects on sales performance and business development in fostering brand awareness, customer loyalty and reach new markets.

4.5 Summary of Findings

This section gives brief discussions for each given finding. It provides the relevancy of the findings based on the objectives and scope of the study. These findings are also based on the review of literature in chapter two. The study aimed at exploring the effects of social media marketing on sales performance: Case of Peace Security Company.

4.5.2 Social Media Platforms used at Peace Security Company

The study established:

4.5.2.0 The major finding is that Peace Security Company has five social media platforms namely Facebook, Twitter, LinkedIn, WhatsApp and a company Website.

4.5.2.1 Social media is regarded as a means to establish relationships with customers and air out services offered at Peace Security.

4.5.3 Presence of Committed expertise towards the use of Social Media

4.5.3.0 The main finding is that there is lack of committed expertise towards the use of social media marketing at Peace Security Company.

4.5.3.1 There is no personnel dedicated to develop social media content at Peace Security Company.

4.5.3.2 There is no tracking schedule on the digital platforms to ensure effective engagement and interaction with customers.

4.5.4 Business Development Strategy at Peace Security

4.5.4.0 The main finding is that social media marketing is partially considered as part of business development strategy at Peace Security Company.

4.5.4.1 Social media is being underutilized in terms of business development strategy and relationship building at Peace Security Company.

4.5.4.2 There are low levels of interactivity and engagement on the social media platforms used at Peace Security.

4.6 Conclusion

The chapter focused mainly on the broadcasting of the findings of the research and further give discussions on these findings, significance, implications and the nexus to literature. In the following chapter conclusions and recommendations as well as future research areas made through the research will be covered.

CHAPTER 5 Conclusion and Recommendations

5.0 Introduction

The information acquired from the outcomes was used in this chapter to make conclusions and implications of the research. This chapter unveils the level in which the research attained the goals set in chapter one. Apart from implications and conclusions, recommendations are given as well in this chapter.

5.1 Conclusion

The overall conclusion made in this research is that there is no relationship between social media marketing and sales performance at Peace Security Company.

5.1.1 Social Media Platforms used at Peace Security Company

5.1.1.0 Objective

To establish social media platforms used at Peace Security Company.

5.1.1.2 Findings

Peace Security Company uses five social media platforms namely Facebook, Twitter, LinkedIn, WhatsApp and a company Website. Social media is regarded as a means to establish relationships with customers and air out services offered at Peace Security.

5.1.1.3 Conclusions

The study concludes that there is evidence of social media platforms at Peace Security Company that carry its online presence and image but the platforms are not fully consolidated for boosting sales.

5.1.2 Presence of committed expertise towards the use of Social Media

5.1.2.0 Objective

To examine if Peace Security has dedicated expertise to social media marketing.

5.1.2.1 Findings

- a) There is lack of committed expertise towards the use of social media marketing at Peace Security Company.
- b) There is no tracking schedule on the digital platforms to ensure effective engagement and interaction with customers.

5.1.2.2 Conclusion

The study concludes that the company has not invested in recruitment, training and development of social media expertise.

5.1.3 Social Media and Business Development Strategy Formulation

5.1.3.0 Objective

To identify the level of business development strategy formulation and relationship building at Peace Security.

5.1.3.1 Findings

The main finding is that social media marketing is partially considered as part of business development strategy at Peace Security Company. Social media is being underutilized in terms of business development strategy and relationship building at Peace Security Company. There are low levels of interactivity and engagement on the social media platforms used at Peace Security.

5.1.3.2 Conclusions

The study concludes that social media marketing is part of business development strategy and there is need to fully utilize social media marketing and increase levels of interactivity and engagement on these platforms.

5.2 Recommendations

In light of the outcomes given above, the study makes subsequent recommendations for Peace Security Company to effectively harness the power of social media marketing to increase sales performance. Recommendations are critical suggestions regarding the best course of action to be taken in order to increase sales performance through social media marketing.

5.2.1 Recruitment, Training and Development

It is recommended that Peace Security should invest in recruitment, training and development social media marketing expertise.

5.2.2 Enhancing already existing social media platforms

Peace Security Company should enhance Facebook, Twitter and LinkedIn as they are dominant forms of social media used at the firm. Also, the firm should consider adding other social media platforms such as You-tube and Pinterest. Pinterest is strictly for business professionals and has more viewership than Facebook whilst You-tube platform offers viewing opportunities.

5.3 Evaluation of Research Proposition

5.3.1 Research Proposition

The effect of social media marketing on sales performance of security companies in Zimbabwe is limited because there is lack of expertise, poor adaptation, lack of persistence and incorrect agenda in the use of social media.

The above proposition is confirmed.

5.4 Area of Further Research

Since this research was based on a case study focusing on Peace Security Company the outcomes may be deemed inconclusive due to other conclusions being made by considering similar firms to evaluate the effect of social media marketing on sales performance. Less has been researched on the relationship between social media and security firms. It has been noted during this research that there is no literature that directly links social media marketing and sales performance for security firms. There is need for more studies to be done on social marketing media in Africa because most studies that were done mainly focused on developed countries like USA and European countries.

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Appendix i

INTERVIEW QUESTIONS

INTERVIEW GUIDE FOR SENIOUR AND MIDDLE MANAGEMENT

SECTION A: BACKGROUND OF PARTICIPANTS

1. What is your position in Peace Security Company

.....

2. Please state your age

☐ 25-35years ☐ 36-45years ☐ 46-55 ☐ above 56

3. Please state your professional/academic background.

.....

4. How many years have you been employed by Peace Security Company

.....

5. How long have you been in your current position?

.....

SECTION B: SOCIAL MEDIA PLATFORMS USED AT PSC

1. Please can you explain the social media platforms that are used by Peace Security?

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.....
.....

2. Can you describe what is social media used for within Peace Security Company?

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.....
.....

3. Can you please explain who is responsible for handling the online image of Peace Security?

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.....
.....

4. How does Peace Security Company use social media for marketing purposes?

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.....
.....

SECTION C: PRESENCE OF COMMITTED EXPERTISE TOWARDS THE USE OF SOCIAL MEDIA

1. To what extent does Peace Security Company have people with the skills to develop material for social media platforms?

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.....

2. Please describe in brief how often your social media platforms are updated?

.....

.....

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3. Who is responsible for developing content used at Peace Security social media platforms?

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SECTION D: Social media and Business Development Strategy at Peace Security

1. Can you explain which department of Peace Security Company is responsible for business development strategy formulation?

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.....

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2. Briefly describe to what extent is social media viewed as a strategic tool for business development at Peace Security?

.....

.....

.....

3. Can you quantify any sales generated through social media marketing?

.....

.....

.....

End of Questionnaire

Thank You for Your Valuable Time and Support.

Appendix ii

Questionnaire Questions

Questionnaire for Security Guards at Peace Security Company

SECTION A: Background of Participants

6. What is your position in Peace Security Company

.....

7. Please state your age

☐ 25-35years ☐ 36-45years ☐ 46-55 ☐ above 56

8. Please state your professional/academic background.

.....

9. How many years have you been employed by Peace Security Company

.....

10. How long have you been in your current position?

.....

SECTION B: Social Media Platforms Used at Peace Security

Social Media is a way in which People convey and share information among each other through the use of internet. It can also be understood as the promotion of goods and services on digital media. Facebook, LinkedIn, You-tube, Instagram, and Twitter among many others can be given as examples of social media platforms.

5. Please can you explain social media platforms that you are aware of at Peace Security?

.....
.....
.....

6. Can you describe what role do you think these platforms play at Peace Security?

.....
.....
.....

7. In your opinion do you think that these social media platforms are important for Peace Security?

.....
.....
.....

End of Questionnaire

Thank You for Your Valuable Time and Support.



Head Office & Harare Branch
No. 100 Airport Road
Hatfield, Harare

PEACE SECURITY COMPANY (PVT) LTD

P.O. Box HR 7830, Harare
Tel: 04-570096, 570104/7, 570122/5/7/8
570139, 570146, 570150
E-mail: peacesecurity@zol.co.zw
Website: www.peacesecurity.org

REGIONAL BRANCHES

BEITBRIDGE

BINDURA

BULAWAYO

CHINHOYI

CHIPINGE

CHIREDEZI

CHITUNGWIZA

CHIVHU

GOKWE

GWANDA

GWERU

HARARE

HWANGE

KADOMA

KARIBA

KWEKWE

MARONDERA

MASVINGO

MUTARE

NGEZI

PLUMTREE

RUSAPE

VICTORIA FALLS

ZVISHAVANE

COMPANY PROFILE

1. Background of the Company

Peace Security Company is registered with the Ministry of Home Affairs. We are a member of the Security Association of Zimbabwe (SAZ). We started operations in January 2002 with the objective of assisting customers in managing risks, thereby minimizing losses. The company has grown over the years to the present position where we have over 3000 guards. This is as a result of good customer service. We are ISO 9001:2015 certified. We are currently the choice of a number of high profile customers. We have over 20 branches in Zimbabwe. Our policy is that we will follow the business anywhere in the country. Our company has a good Dunn's report (reference number 56-574-3601). Our Company won the IPMZ/EMCOZ Year 2012/13 Employer Of Choice Award in the Services Sector as well as the National Annual Quality Awards (NAQA) for 2013/2015. Our Chief Executive Officer won the Z.I.M manager of the Year Award in the SME Sector as well as the Institute Of Directors, Director Of The Year Award for (SME's), Investor of the year SMEs 2015 conferred to us by the Zimbabwe Investment Authority (ZIA). We recently won the award of CIPMZ Zimbabwe Mega Project Management & SADC Southern Region Annual Quality (LARGE ENTERPRIZES) Awards 2017. The accolades that have been bestowed on us are exciting stakeholder affirmations that we are moving in the right direction and this will certainly motivate us to augment our efforts even further.

2. Vision

Our vision is to be the preferred provider of risk management services in the product lines we offer.

3. Mission

Our mission is to provide comprehensive security services nationally and regionally to the satisfaction of our customers enabling our employees and shareholders to grow in the process.

4. Core Values

Our core values are as follows:

- (i) Commitment to duty
- (ii) Customer focus
- (iii) Discipline
- (iv) Honesty and Integrity

FOR PEACE OF MIND



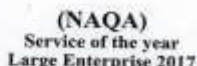
ISO 9001:2015
CERTIFIED



EMPLOYER OF CHOICE AWARDS 2012-2013



INVESTOR OF THE YEAR 2015



CUSTOMER SERVICE EXCELLENCE
SECURITY COMPANY OF THE YEAR
WINNER



SADC ANNUAL QUALITY
AWARDS
SERVICE OF THE YEAR LARGE
ENTERPRISE 2017

DIRECTORS: E.M. MAKONENE (Chairman), C. KAGUDA, O.E. LAWERE, DR. L. MLILO, Dr. A. MURANGO, A.E. MURANGO (MRS), M.S. MURURIWA (MRS).
*Executive Directors

