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Motivations and Outcomes of Social Media Utilisation by Small and Medium Enterprises: A Case Study of the Gauteng Gourmet Food Truck Industry

by

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A dissertation submitted in fulfilment of the requirements for the degree of Master of Management in the field of Strategic Marketing, University of the Witwatersrand Business School, Johannesburg.

Johannesburg, South Africa

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Declaration

I, the UNDERSIGNED **MTHOKOZISI MAHLANGU** hereby declare that this research is my own, unaided work. It is being submitted in fulfilment of the requirement for the degree of Master of Management in the field of Strategic Marketing at the University of the Witwatersrand, Johannesburg. It has not been submitted before for any degree or examination at this or at any other university.

I further declare that:

- I have followed the required conventions in referencing the thoughts and ideas of others; and,
- I understand that the University of the Witwatersrand may take disciplinary action against me if there is a belief that this is not my own unaided work or that I have failed to acknowledge the source of the ideas or words in my writing.

Mthokozisi Mahlangu ..... July 2020

Mthokozisi Mahlangu **Date**

Abstract

The unemployment rate in South Africa is reported to be at twenty-seven percent (27%) and has been rising steadily in recent years. Entrepreneurship is said to be the solution to this high unemployment rate. However, despite the pressure to grow entrepreneurship in the country there are still challenges that inhibit entrepreneurs from achieving success and growth in their businesses. Among these challenges is market access, which is often inhibited by the inability of the entrepreneur to promote his/her business. These inabilities are often the result of limited financial resources. These challenges pose a critical problem for South African Small and Medium Enterprises (SMEs). Approximately fifty percent (50%) of all new SMEs fail within the first three years and eighty to ninety percent (80 to 90%) fail within five (5) years. It is therefore in the interest of the local economy as well as that of existing and budding entrepreneurs to find a solution to the challenge of market access and limited resources that is faced by entrepreneurs.

Social media marketing is a relatively new phenomenon that is said to be a solution for SMEs to promote their businesses at a low cost and in a way this allows them direct access to their market via a two-way engagement platform. This study explores the relationship between social media and entrepreneurship in South Africa and seeks to understand what the key motivations for adopting social media are and what outcomes have been achieved using social media. In order to explore the relationship between entrepreneurship and social media, this study has selected the gourmet food truck movement as a case study. The gourmet food truck movement is said to have started in the United States of America in 2008. The motivation behind its inception is said to have been the recession of 2008, which saw talented chefs losing their jobs and starting their own businesses by introducing their gourmet style cooking to mobile food vending and using social media as a promotional tool to broadcast their location to their followers. This trend has become a worldwide phenomenon and South Africa itself has experienced growth in the number of gourmet food trucks in recent years.

This study explores the use of social media as an instrument of marketing communications in the context of the phenomenon of gourmet food trucks in South Africa. The study is based on the gourmet food truck movement in the Gauteng province and it seeks to determine the reasons why the gourmet food truck owners use social media and also seek to discern the outcomes that they experience. The aim is to determine the effectiveness of social media to help these businesses

accomplish their operational goals of growing sales revenue, managing costs and increasing profits.

The study employed a qualitative research methodology and used the interpretivism approach as a research paradigm, as well as the case study methodology of design. Interpretivism was used as an appropriate research paradigm for this research, as it enabled the drawing of information from participants as a function of their day to day experiences. The case study approach was utilised, and it was based on the gourmet food truck movement which stands as a proxy for the SMEs in South Africa. This was decided upon, based on gourmet food trucks having the characteristics that describe an SME in the South African context, as well as being prominent users of social media. As discussed in this study, gourmet food trucks are classified in the Trade and Accommodation segment of the South African SME sector which is the largest segment. As such, it serves as a representation of the SME industry in South Africa. Gauteng province has the largest concentration of food trucks in South Africa.

The study used the semi structured interview as a method of data collection. The interviews were recorded and transcribed. Responses were coded and a causal map was used to determine the relationships between the codes and certain outcomes. Findings affirmed that the assertions made in the literature that the gourmet food truck movement emanated from the recession of 2008 were indeed applicable. This scenario manifested itself in one of the eight (8) cases in our study whereby a chef was demoted from his sous-chef position, due to the recession. However, most of the subjects indicated that their motivations were driven by a desire for independence as well as a zeal and passion for food and business. The reason for using social media was not only the low cost of social media; although this was a great and welcome advantage. The other motivation was found to be the broad reach of social media. The popularity of the social media platform enabled the respondents to reach a broad market, to gain market access. The findings also indicated that social media not only provided access to a broad market but also created an environment which enabled growth in sales and profits.

The challenges of using social media were deemed to be negligible in comparison with the benefits of using social media. As such most respondents recommended the use of social media as a marketing tool. Key limitations of this study pertain to a small sample frame resultant from the relatively smaller size of the gourmet food truck industry in South Africa. Time also presented a

constraint as the food truck owners are also the food truck managers and are often too busy to conduct a lengthy interview for academic research purposes. Recommendations for future studies are discussed in this study and they include; spousal partnerships in the food truck business which was a key finding in this research as both spouses had often ventured into the gourmet food truck business together. However, there is not much research as to the motivations behind this decision as well as the implications of the partnership on their personal relationship; as well as the benefits and the pitfalls that it has for the business itself.

Another recommendation for future research is the metrics for measuring social media. Due to the qualitative nature of this research the findings are based on the experiences of the participants which, as such cannot be quantified scientifically. Therefore, the recommendation of this study is for future research to employ quantitative methods to explore the metrics with which to measure the impact of social media on business performance, particularly in the South African context.

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List of Abbreviations

BASA – Banking Association of South Africa

CIPC – Companies AND Intellectual Property Commission

EVA – Economic Value Added

eWOM – Electronic Word of Mouth

FAQ – Frequently Asked Questions

FGC – Firm Generated Content

GDP – Gross Domestic Product

GFT – Gourmet Food Trucks

ROI – Return on Investment

ROMI – Return on Marketing Investment

SEDA - Small Enterprise Development Agency

SME – Small and Medium Enterprises

TFT – Traditional Food Trucks

UGC – User Generated Content

WOM – Word of Mouth

ZAR – South African Rand

1. Chapter One – The Introduction

1.1 Introduction

The intention of this study is to identify the reasons why small and medium-sized enterprises (SMEs) use social media, as well as to identify the performance outcomes that the businesses experiences. More research is needed in the area of understanding the symbiotic relationship between social media and the marketing activities of resource constrained businesses. In this chapter the SME sector in the context of the South African environment is introduced, along with the challenges faced by SMEs, as well as the concept of social media marketing and its potential application as a marketing tool. The study also introduces the gourmet food industry as the selected population to stand as proxy for the South African SME sector. The chapter will proceed to introduce the problem statement, research questions and objectives, as well as the intended contributions of this study.

1.2 Background

1.2.1 Definition of SMEs in South Africa

(BER Research Note, 2016) Defined an SME based on the classifications of the Department of Trade and Industry (DTI) which classifies the size of the enterprise according to their annual turnover, the minimum criteria for an enterprise to be considered an SME differs among industry types or economic sectors. According to (BER Research Note, 2016) enterprises within the Accommodation and Catering sector qualify as small enterprises if they generate sales turnover of less than ZAR 48.5million per annum and as medium enterprises if they generate sales turnover of less than R57million per annum. However, these classifications have been updated as per the revised schedule1 of the national definition of small enterprises in South Africa published in the Government Gazette No. 42304 in 2019.

As per the revised classifications, enterprises in the accommodation and catering sector are defined as medium if their revenue is equal to, or below, ZAR40million. (Maduku, Mpingajira, & Duh, 2016) Stated that in a broader sense, a comprehensive definition of an SME in South Africa is any enterprise that either employs fewer than two hundred (200) full-time employees, has an annual turnover of less than ZAR64million and capital assets of less than ZAR10million.

1.2.2 The significance of SMEs in South Africa

SMEs in South Africa are important to the South African economy, particularly due to the potential for job creation. (Faki, 2013) Stated that SMEs account for ninety-one percent (91%) of formal businesses in South Africa and provide approximately sixty percent (60%) employment, while contributing between fifty-one (51) and fifty-seven percent (57%) of the country's Gross Domestic Product (GDP). This notion is reiterated by (Watkins, 2012) who stated that SMEs in South Africa constitute a possible ninety percent (90%) of established businesses in South Africa, who provide roughly sixty-one percent (61%) employment and who make a fifty-two (52) to fifty-seven percent (57%) contribution towards the GDP of the country. Despite the importance of SMEs to the South African economy and the livelihoods of many who depend upon them for their livelihoods, the survival rate of SMEs in South Africa remains shockingly low.

According to the (The Small Enterprise Development Agency, 2019) the number of SMEs in South Africa contracted by 1.4% year on year, from the 2017 financial year to the 2018 financial year. (The Small Enterprise Development Agency, 2019) Attributed the decline to poor broader economic conditions. The greatest decline in the number of SMEs occurred among those owned by the age group twenty-five (25) to thirty-four (34), which represents the earlier stage of business development. However, the struggles of SMEs in South Africa have been a perpetual issue. According to (Adeniran & Johnston, 2012) the failure rate of SMEs in South Africa was between seventy (70) and eighty percent (80%). (Olawale & Garwe, 2010) estimated that at seventy-five percent (75%) the South African SME failure rate is among the highest in the world, (Van Scheers, 2011) postulated that forty percent (40%) of new SMEs fail within their first year, sixty percent (60%) within the second year and ninety percent (90%) within the first ten (10) years.

1.2.3 Challenges faced by SMEs in South Africa

(BER Research Note, 2016) Stated that among the challenges faced by SMEs are lack of access to finance, which is inhibited by inadequate collateral on the part of the entrepreneur, and lack of credit history. Another key limitation faced by SMEs, according to (BER Research Note, 2016) is lack of access to markets, which is one of the fundamental requirements by credit providers to approve and disburse funding. These assertions by (BER Research Note, 2016) are reiterated by, (Manzani & Fatoki, 2012) who asserted that since the financial crisis of 2008, the credit processes

of financial institutions has become more complex and the institutions themselves have become more cautious, thus making it increasingly difficult for SMEs to access capital funding. (Cant & Wiid, 2013) Also stated that the inaccessibility of external finance is one of the main causes of the failure of SMEs in South Africa.

Scholars such as (Coetzee & Buys, 2017), (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) as well as (Alemayehu & Van Vuuren, 2017) have drawn a correlation between the inaccessibility of funding and the inability of SMEs to reach their desired target market by suggesting that access to markets and technology is dependent on the ability of the SME to access finance.

As a result of these limiting factors, most SMEs struggle to reach the growth stage of their lifecycle, as they are unable to exploit the opportunities that the market offers due to their business operations being reliant solely on internally generated funds. (Misati, Walumbwa, Lahiri, & Kundu, 2017) Stated that it is only by accessing new markets and continuously seeking others that SMEs can grow to become established businesses. Thus, as per (Coetzee & Buys, 2017), (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) as well as (Alemayehu & Van Vuuren, 2017) and (Misati, Walumbwa, Lahiri, & Kundu, 2017) a correlation exists between finance and market accesses, as SMEs depend on funding to finance their marketing and communication strategies.

1.2.4 Social Media Marketing

(Chikandiwa, Contogiannis, & Jembere, 2013) Defined social media marketing as a platform that enables marketers to engage, collaborate, interact, and harness collective intelligence through crowd sourcing for the purposes of conducting marketing activities. (Kirtis & Karahan, 2011) Postulated that the popularity of social media marketing was brought about by the global economic crisis of 2008 which prompted firms to cut costs and seek more cost-effective ways of advertising.

(Constantinides, 2014) Attributed the rise of social media marketing to changing consumer behaviour, driven by a demand for customized products and the customers' desire to have a say in various stages of product development. Another reason highlighted by (Constantinides, 2014) is the competitive pressure experienced by marketers to regain control over the customer governed social media space, as a driver of the popularity of social media marketing.

This study sought to determine the motivations behind the adoption of social media as a marketing tool by South African SMEs, as well as to ascertain if social media marketing is the solution for resource constrained SMEs to access markets and reach their desired audience.

1.3 Research Problem

Studies conducted by (Coetzee & Buys, 2017), (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) as well as (Alemayehu & Van Vuuren, 2017) and (Misati, Walumbwa, Lahiri, & Kundu, 2017) have indicated that the challenge of inadequate access to finance faced by SMEs in South Africa is an inhibitor to the ability of the SMEs to access markets. (Coetzee & Buys, 2017) Suggested that, among other critical business functions, access to markets and technology are both dependent on the ability of the SME to access finance which is a major constraint faced by contemporary SMEs. According to (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) eighty-seven percent (87%) of SMEs in South Africa do not have access to external credit. As such, they must rely on internally generated funds to access markets and to operate their businesses. (Alemayehu & Van Vuuren, 2017) Indicated that SMEs reach a stage in their life cycle where they can identify the opportunities that they want to exploit in the market but are hindered by the limited resources available to them, including low access to markets and poor marketing skills, which are driven primarily by an inability to access finance.

Given the limitation of inadequate access to finance, the question that was pondered in this research is, how can SMEs gain access to the markets they want to penetrate without the requirement of additional finance? (Odoom, Anning-Dorson, & Acheampong, 2017) Found that social media provided a relatively low-cost option for SMEs to conduct their marketing activities within the limitations of resource constraints. (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015) Suggested that because SMEs have limited financial resources, they could use social media platforms such as Facebook to reach large numbers of audiences including potential and existing customers through advertisements, promotions and campaigns on social media platforms without the requirement for large financial investments. (Beyers & Maswanganyi, 2016) Indicated that social media is a useful tool in enhancing marketing activities which requires minimal effort by SME owners.

The adoption of social media for business utilisation has begun to occur broadly among SMEs. (Jagongo & Kinyua, 2013) Found that eighty-one percent (81%) of their respondents used social media tools in their businesses. They also found that accessing new markets is one of the reasons that SMEs use social media. In addition to their findings (Jagongo & Kinyua, 2013) Recommended that future research should seek to understand, in a comprehensive way, other factors that affect social media usage by SMEs. (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015) Found that the motives for usage of social media by SMEs included interactivity, compatibility and cost effectiveness, in addition to those findings they recommended that future research should investigate the impact of social media utilisation on the performance of the business. (Danhil, Marzuki, Langgat, & Fabeil, 2014) Found that the business environment provides impetus for SMEs to adopt social media as well as other forms of technology in order to stay competitive. The finding was that when competitors begin to use technology to stay ahead, others tended to follow in order to compete. (Danhil, Marzuki, Langgat, & Fabeil, 2014) Recommended that future research should investigate the influence of the external environment on the adoption of social media by SMEs.

A key problem facing SMEs, which has been identified by (Coetzee & Buys, 2017), (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) as well as (Alemayehu & Van Vuuren, 2017) and (Misati, Walumbwa, Lahiri, & Kundu, 2017), is their lack of access to resources, including finance, which then creates other limitations such as the inability to access markets. This problem suggests that a low-cost solution is required in order to enable SMEs to conduct marketing activities that will enable them to access and penetrate their target market. (Kaplan & Haenlein, 2011) Suggested that social media is being adopted as a tool by SMEs for numerous reasons among which is the platform through which SMEs can reach their target market and conduct marketing communications. This is influenced by factors such as the interactive, compatible and cost-effective nature of social media (Chikandiwa, Contogiannis, & Jembere, 2013), (Kietzamann, Silvestre, McCarthy, & Pitt, 2012), as well as (Duffet & Wakeham, 2016) Suggested that further investigations have to be conducted to determine if there are other factors that promote the use of social media among SMEs as well as whether or not social media has an impact on business performance. This study sought to investigate these questions from the perspective of the SME managers who use social media in their businesses in order to determine their motivations for using

social media, as well as the challenges that they face and the performance outcomes that they experience in their businesses as a result of using social media.

1.4 Context of the Study

(Maduku, Mpingajira, & Duh, 2016) Stated that the most commonly used categorization of SMEs in South Africa is defined in the National Small Business Act 102 of 1996 which provides categories that define an SME in South Africa. These categories include; number of employees, annual sales turnover, and gross assets excluding fixed assets. According to (Maduku, Mpingajira, & Duh, 2016) in the South African context small businesses are defined as those enterprises with no more than fifty (50) full-time employees, an annual turnover of less than ZAR2 million, and gross assets of less than ZAR10 million; whereas medium businesses are defined as those with less than two hundred (200) full-time employees, an annual turnover of less than ZAR30 million, and a gross fixed asset value of ZAR15 million. However, this definition has been updated as per the Revised Schedule 1 of the National Definition of Small Enterprises as per the Government Gazette No. 42304 of 2019. According to the (The Small Enterprise Development Agency, 2019) thirty-five percent (35%) of SMEs operate in Gauteng which has the largest population of SMEs, followed by KwaZulu-Natal at fourteen percent (14%). Due to the large concentration of SMEs in the Gauteng province, it is prudent that this study should use Gauteng as its geographical location.

According to (The Small Enterprise Development Agency, 2019) South Africa's trade and accommodation sector has the largest number of SMEs compared with the other sectors. This sector comprises retail and wholesale, restaurants and food as well as the hotel and bed & breakfast businesses. (The Small Enterprise Development Agency, 2019) Also stated that thirty-two percent (32%) of the SMEs in the trade and accommodation sector are in Gauteng which is the largest population of this sector in South Africa, followed by Limpopo at fifteen percent (15%). As per (Stats SA, 2018) within the trade and accommodation sector, the food and beverage industry are the most prominent, accounting for seventy-five percent (75%) of the overall trade sector and nearly one hundred percent (100%) of the accommodation sector. This study is based on the trade and accommodation sector in Gauteng, in order for the study to be representative of the largest segment of South Africa's SMEs, with a particular focus on the food and beverage sector. According to (Stats SA, 2018) it is the food and beverage sector, in the Gauteng province, that has the largest representation, by percentage, of South Africa's SMEs.

This study seeks to uncover the motivations behind the use of social media by SME managers in their business activities as well as the outcomes they experience in their business performance as a result of using social media. Studies conducted by (Rambe, 2017), (Duffet & Wakeham, 2016), (Kietzamann, Silvestre, McCarthy, & Pitt, 2012) and (Chikandiwa, Contogiannis, & Jembere, 2013) have recommended that further studies be conducted in the area of social media utilisation by SMEs, as well as the impact thereof on business performance. (Rambe, 2017) Proposed that future research in the field of social media should investigate the social media mediated marketing approach on the competitiveness of businesses. (Duffet & Wakeham, 2016) Investigated the effects that social media marketing and communications has on the attitudes of millennials in South Africa and they recommended that a study be conducted from the perspective of the business owner, to investigate their reasons for social media adoption. (Kietzamann, Silvestre, McCarthy, & Pitt, 2012) Suggested that more research needed to be conducted in the area of understanding the symbiotic relationship between social media and the marketing activities of resource constrained businesses. In their investigation of the use of social media marketing by South African banks, (Chikandiwa, Contogiannis, & Jembere, 2013) recommended that further research must be conducted in the area of the desired outcomes of social media marketing.

(Von Holy & Makhoane, 2006) Have stated that within the food and beverage industry, several SMEs are prevalent, including informal food vendors who prepare lunch time meals at taxi ranks and construction sites across the province. As per (Charman & Govender, 2016), among these informal traders is a new type of street food vendor. (Charman & Govender, 2016) Stated that these vendors operate from a mobile truck, are branded and serve non-traditional high-end cuisine and are often seen in corporate office parks and at food festivals.

These food trucks are also distinguishable by a key characteristic, the social media handles that they display on the bodies of their vehicles, as indicated by (Ibrahim, 2011). Given their prominent use of social media and the reality that they operate within the largest sector in the SME category in South Africa, gourmet food trucks were chosen as a proxy for the SME industry in South Africa and as such, as are the primary respondents in this research.

1.5 Research Questions

The primary question is stated as follows:

RQ1 – What are the motivations behind the use of social media by gourmet food trucks in Gauteng?

The secondary questions are:

RQ2 – How is the cost attribute of social media influencing gourmet food truck owners to use social media marketing?

RQ3 – Are there any revenue generating implications from using social media and are they applicable as the reason why gourmet food truck owners use social media?

RQ4 – Is there a profit generating capability to using social media and is it applicable as the reason why gourmet food trucks owners use social media?

1.6 Conclusion

The research problem pertains to the resource limitations faced by SMEs which inhibit their ability to access their target market. A possible solution to this problem is the use of social media, which according to the applicable research referenced in this chapter, represents a low-cost in effort and financial investment. This study also stems from the recommendations of previous research studies which requested future research to investigate the impact of social media on business competitiveness as well as drivers of social media adoption by SME owners and the desired outcomes of using social media marketing.

2. Chapter Two – The Literature Review

2.1 Introduction

In this chapter, the concept of the SME is explored within the South African context. The chapter explores the significance of SMEs to the South African economy as well as the high failure rate that plagues the SME sector. The challenges faced by SMEs are also highlighted, particularly as they give rise to the necessity of this study and the exploration of social media as the elixir for the ailing small and medium enterprises sector. This chapter introduces institutional influences that support and inhibit the adoption of social media by SMEs and goes on to discuss the proliferation of social media usage by SMEs. Pen ultimately, the chapter introduces the gourmet food truck movement and closes off by providing a detailed perspective of the impact of social media on business performance.

2.2 The Definition of SMEs in South Africa

According to (Abor & Quartey, 2010), the definition of an SME is based on the criteria of the sector in which they operate, the sales turnover they generate, the number of full-time employees they have and the value of capital assets that they own. (Olawale & Garwe, 2010) Stated that the National Small Business Act of South Africa of 1996, which was amended in 2003, describes an SME as a separate and distinct entity including cooperative enterprises and non-governmental organizations managed by one owner or more, including its branches and subsidiaries, if any, and is predominantly carried out in any sector or sub-sector of the economy mentioned in the schedule of size standards.

(Smit & Watkins, 2012) Stated that the Banking Association of South Africa (BASA) defines SMEs according to the National Small Business Amendment Act (26 of 2003) which defines SMEs across sectors namely: Agriculture; Mining and Quarrying; Manufacturing; Electricity, Gas and Water; Construction; Retail and Motor Trade and Repair Services; Wholesale Trade; Commercial Agents and Allied Services; Trade Catering and Accommodation; Transport Storage and Communications; Finance and Business Services; and Community Social and Personal Services. However, the definition of SMEs has been updated as per the Revised Schedule 1 of the National Definition of Small Enterprise in South Africa as per the Government Gazette No. 42304 of 2019.

Sectors and Sub-sectors as per the Standard Industrial Classification	Turnover for Medium > Rm	Turnover for Small > Rm	Turnover for Micro > Rm
Agriculture	≤ 35,0	≤ 17.0	≤ 7.0
Mining and quarrying	≤ 210,0	≤ 50.0	≤ 15.0
Manufacturing	≤ 170.0	≤ 50.0	≤ 10.0
Electricity, gas and water	≤ 180.0	≤ 60.0	≤ 10.0
Construction	≤ 170.0	≤ 75.0	≤ 10.0
Retail, motor trade and repair services	≤ 80.0	≤ 25.0	≤ 7.5
Wholesale	≤ 220.0	≤ 80.0	≤ 20.0
Catering, accommodation and other trade	≤ 40.0	≤ 15.0	≤ 5.0
Transport, storage and communication	≤ 140.0	≤ 45.0	≤ 7.5
Finance and business services	≤ 85.0	≤ 35.0	≤ 7.5
Community, social and personal services	≤ 70.0	≤ 22.0	≤ 5.0

Figure 2.1: Revised Schedule 1 of the National Definition of Small Enterprise in South Africa adapted from: *(Government Gazette: Republic of South Africa, 2019)*

According to (Griffith-Jones A. , 2016) in South Africa, SMEs contribute forty percent (40%) to the GDP and they are responsible for an estimated ninety percent (90%) of the jobs that were created from 1998 to 2005. (Olawale & Garwe, 2010) Indicated that SMEs in South Africa have a high failure rate stating that between seventy (70) to eighty percent (80%) of SMEs in South Africa fail. A number of factors contributing to the failure of SMEs have been highlighted by (Griffith-Jones A. , 2016). Of those mentioned, the two (2) most prevalent are the lack of access to funding, as well as the limited access to markets. Including customers and distribution channels. (Rector, Fatoki, & Oni, 2016) Identified lack of access to external finance as a key challenge facing SMEs. According to (Cant & Wiid, 2013) a lack of access to funding prohibits SMEs from fulfilling their marketing targets. (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) Mentioned that as a result of these constraints SMEs struggle to survive as they do not have the marketing budget, they need to finance their advertising requirements, to promote themselves to their desired customer base. According to (Van Scheers, 2011) marketing determines whether the SME will survive or

fail in the long-term, therefore a creative marketing solution in the light of financial constraints is imperative to the survival and prosperity of an SME.

2.3 Challenges Faced by SMEs in South Africa

(Rector, Fatoki, & Oni, 2016) Identified lack of access to external finance as a key challenge facing SMEs. In a research project conducted on behalf of the South African National Credit Act, (Mahembe, 2011) indicated that of those SMEs that are categorized as formal (registered with the Companies and Intellectual Property Commission – CIPC) only twenty-seven point three percent (27.3%) successfully apply and receive funds from the formal financial sector. (Olawale & Garwe, 2010) Classified a lack of access to finance as an internal business factor that impacts a business's ability to access those business factors that are considered external such as customers and distribution channels.

The sentiments expressed by (Olawale & Garwe, 2010) are shared by (Beck & Demirguc-Kunt, 2006), and (Cant & Wiid, 2013) who also highlighted the lack of access to funding as a limitation to the growth of SMEs. In light of the limitation of inadequate access to finance for SMEs, (Hoffman & Fodor, 2010) suggested the cost benefits of social media marketing as a solution. According to (Van Scheers, 2011) marketing determines whether an SME will survive or fail in the long-term. Therefore, a creative marketing solution in the light of financial constraints is imperative to the survival and prosperity of an SME. The suggestions of (Hoffman & Fodor, 2010) pertaining to the use of social media as a marketing platform has been discussed in literature.

2.4 The Proliferation of Social Media Utilisation by SMEs

According to (Kirtis & Karahan, 2011), the popularity of social media marketing was brought about by the global economic crisis of 2008 which prompted firms to cut costs and seek more cost-effective ways of advertising. This phenomenon coincides with the birth of the gourmet food truck movement which, according to (Hawk, van den Eijnden, Van Lissa, & Bogt, 2019) was brought about by the recession of 2008 which saw a lot of talented chefs losing their jobs, and as such, a lot of them opened their own restaurants in the form of mobile food trucks. According to (Wamba, Akter, Kang, Bhattacharya, & Upal, 2016) the rise of social commerce has brought about the diffusion of social media tools which have increasingly changed traditional firm's processes by enhancing customer accessibility and experience. As per (Alfiero, Giudice, & Bonadona, 2017)

nowhere is the relationship between social media and SMEs manifested more than by the gourmet food truck phenomenon that has gained prominence in the last 10 years. According to (Alfiero, Giudice, & Bonadona, 2017) studies attribute the popularity of these gourmet food trucks to innovation, which is exemplified by their use of social media to deliver real time updates of location, menus and availability of inventory. (Hawk, van den Eijnden, Van Lissa, & Bogt, 2019) Stated that Twitter and Facebook jointly comprised the gasoline that fuelled the food truck fire by enabling the consumer to follow the food truck of their choice and pinpoint its exact location at any given time. (Wallsten & Rhyan, 2014) Found that there is a direct correlation between those food trucks that tweet significantly less than once or twice a day and their early exit from the market, which means that those food trucks that tweeted at least twice a day existed longer in the market than those that tweeted less than twice a day.

2.5 The Gourmet Food Truck Movement

According to (Hawk, van den Eijnden, Van Lissa, & Bogt, 2019) the recession of 2008 saw a lot of talented chefs losing their jobs, and as such, a lot of them opened their own restaurants in the form of mobile food trucks. (Corvo, 2014) Stated that due to the recession it also became cheaper for consumers to eat at a food truck than to sit down at a brick and mortar restaurant which must account for the cost of rent in its pricing and profit margins. Despite the growing popularity of food trucks in South Africa it remains a relatively new phenomenon as such it has not been covered broadly in academic study.

According to (Manaleng, 2016) in recent years food trucks have become a prominent feature in the South African dining scene. As per (Coustas, 2015) it is not uncommon to see people queuing at a food truck in an office park, or to see a food truck parked at a wedding or a party. (Coustas, 2015) Further asserts that it is also not uncommon to see these food trucks brandishing their social media handles alongside their menus on the door panel.

The predominant amount of information that is available on food trucks in South Africa is published in food website articles and blogs, including (Emond & Spiro, 2019) who listed the 21 coolest food trucks in Joburg for www.eatout.co.za and (Govender, 2014) who wrote about the state of Cape Town street food in a self-titled website called www.ishaygovender.com. According to (Govender, 2014) South Africa has experienced a slow but gradual growth of the food truck

phenomenon. As per (Emond & Spiro, 2019) the mobile food craze in South Africa has taken off and has prompted a ranking of the coolest food truck in Joburg. The trend of ranking food trucks was also followed by (Mlandu, 2016) who posted an article on www.gateway.co.za ranking 11 food trucks in Joburg and Cape Town. According to (Mlandu, 2016) food trucks are an evolution of the once popular ice cream truck dating back to the 17th century in the United States. (Mlandu, 2016) Also asserts that rucks have become an equivalent of modern restaurants on wheels.

(Botha E. , 2018) described the food truck scene in Cape Town and mentioned that owner of one of the Cape Town's popular food trucks Luca of Limoncello used his food truck association 'The Cape Town Food Trucks' to lobby on behalf of food truckers in Cape Town. According to (Botha E. , 2018) Luca has been lobbying the city of Cape Town to issue trading permits to food trucks as well as creating designated areas for them to trade. As per (Chinomona, 2016) in Johannesburg Good and Proper, an events company, hosted the first pop-up food truck park at Benmore in Sandton in the spring of 2016. In the context of this research, the gourmet food truck movement served as a proxy for the SME sector, on the basis that gourmet food trucks meet the criteria that constitute the definition of SMEs and are prolific users of social media.

The food truck movement is underpinned by the global phenomenon that is social media (Carbone, Rouquet, & Roussat, 2015). According to (Carbone, Rouquet, & Roussat, 2015) Twitter and Facebook were the gasoline that fuelled the food truck fire by enabling the consumer to follow the food truck of their choice and pin point its exact location at any given time. For example, (Wallsten & Rhyan, 2014) found that there is a direct correlation between those food trucks that tweet significantly less than once or twice a day and their early exit in the market, which means that those food trucks that tweeted at least twice a day existed longer in the market than those that tweeted less than twice a day.

(Caldwell, 2011) described the food truck movement as a new generation of vending that embraced the culture of internet marketing media, thereby distinguishing themselves from the traditional food vendor on the street while still harnessing the core elements of street vending such as word of mouth but in an electronic format accessible to as many people as one has as friends or "followers". According to (Caldwell, 2011), Twitter users can send, receive, or re-post tweets via the Twitter website to any group he or she is following or is being followed by, thereby disseminating the information to their network of friends or "followers".

This interaction is defined by ((Ismagilova, Dwiveid, & Williams, 2017) as electronic word of mouth (eWOM), which is a dynamic and ongoing information exchange process via the internet between potential, actual, or former consumers regarding a product, service, brand, or company which is available to a multitude of individuals and institutions. According to (Jeong & Koo, 2015) eWOM is considered as an important source of information influencing human behaviour and significantly affecting the way consumers make purchase decisions.

2.6 Word of Mouth

(Arndt, 1999) Defined WOM as oral person to person engagement between a communicator and a receiver about a brand, product or service. (Richins, 1984) Had a negative interpretation of WOM, defining it as a communication of dissatisfaction shared with one or more friends or acquaintances, relating to a brand, product or service. Brown and (Reingen, 1987) provided a systematic description of WOM that distinguished it into two levels; the macro level of enquiry whereby communication flows between large groups and the micro level where information flows person to person and small groups of closely tied individuals. (Bone, 1992) Defined WOM as a conceptual phenomenon whereby comments, thoughts and ideas are exchanged among two or more individuals, in which none represents a formal marketing source of communication.

(Koo, 2016) Defined a form of WOM that occurs electronically which is also defined by tie strength as a large determinant of the effectiveness of eWOM among communicators, whereby the strength of the ties determines the level at which WOM will impact and influence action. (Choi, Seo, & Yoon, 2017) Explained that according to the construal level theory, consumers are more likely to react positively to transaction specific eWOM when the communication focuses on quality. As such, information sought by consumers would be in the form of cumulative evaluations such as ratings and experience related messages pertaining to product quality or service experience.

2.7 Social Media Design and Word-of-Mouth

The Organising Framework for Social Media Research developed by (Aral, Dellarocas, & Godes, 2013) identified ‘Design and features’ as the first social media component to investigate in the application of social media in business activities. As per (Aral, Dellarocas, & Godes, 2013) design and features allow social media to provide economic value for a firm and the industry it’s in. In

their investigation of the relationship between social media features and their impact on the consumer's utility, (Aral & Walker, 2011) found that product adoption by their consumers' peers influences their own utility of the product. The concept of 'design and features' speak to the usability of the social media platform by the end user. This places the user at the centre of the study. The concept of social media marketing and word of mouth is also a finding made by (Turner & Endres, 2017) who discovered that resource constrained coffee shops relied on word of mouth generated through social media to reach their target market.

According to (Huang & Benyoucef, 2013), the individual is the first layer in social commerce design, and it involves providing a sense of self identification and awareness that allows the user to be recognizable to others. (Van djick & Poell, 2013) Spoke of the programmability of social media, which enables the users to influence and steer, not only the flow of communication and information, but also the way that communication and information is formulated and activated. (Strekalova & Krieger, 2017) Found that the design and features of the social media platform dictates its capabilities and its ability to communicate information in a manner that grabs the attention of the user and inspires a conversation to take place among the members of that social media community; as such creating user generated word of mouth (WOM).

(Laroche, Habibi, & Richard, 2013) Described a social media based community as one that comprises two (2) concepts, namely; the social media and brand community, in which social media provides the platform for the community to form, create and exchange user-generated content, as well as content generated by other sources such as firms which the community deems to be relevant and of interest. (Islam & Rahman, 2016) Found that increased firm engagement with online brand communities enables a higher level of brand engagement by the community, which increases trust and word-of-mouth. As such, a social media platform is required to have capabilities that enable individual users to converge with other users, to form a network of relationships based on mutual interest.

According (Zhao, et al., 2015) social media platforms facilitate e-commerce by enabling users to sign into various e-commerce websites, using their social network identities such as their Facebook and Twitter accounts. Also, social media platforms allow users to post their newly purchased products on their profiles with links to the e-commerce product web pages, thereby further facilitating e-commerce. (Kim & Kim, 2018) Found that consumer-generated social referrals,

which constitute, electronic word of mouth (eWOM), boost sales in social commerce. According to (Dunn & Kregor, 2017) word of mouth is one of the characteristics that social media captures. (Kaplan & Haenlein, 2011) Defined content communities as the sharing of media content between users, in order to create viral marketing which is also referred to as word of mouth or buzz marketing.

2.7 Possible Outcomes of Using Social Media

The performance of an SME as a business is measured in quantitative terms by measures such as the Economic Value Add model as well as the Return On Investment model as indicated by (Chen & Dodd, 1997) as well as (Gilfoil & Jobs, 2012). These methods consider the concepts of generating a higher revenue than the cost of the inputs it takes to generate it and the by-product of that process being profit as defined by (Solcansky & Simberova, 2010). This study does not explore the quantitative aspects of these models but uses these models to illustrate the possible desired output of using social media as a business instrument.

2.7.1 Social media's impact on SME sales revenue

(Castronovo & Huang, 2012) Have asserted that social media can be used to increase sales revenue by driving web traffic, increasing time spent on the platform and fostering repeat visits to the platform. (Culnan, McHugh, & Zubillaga, 2010) Investigated the use of social media by fortune 500 companies and found that community building within the social media platform was a big contributor to increasing sales. According to (Culnan, McHugh, & Zubillaga, 2010) the greater the involvement an individual has on the community the more likely they are to contribute to the community. (Paniagua & Sapena, 2014) Indicated that there is a direct correlation between the number of social media followers and the influence of social media on the performance of a firm including its financial performance which comprises sales revenue and growth. According to (Neti, 2011) sales revenue generation is achievable particularly by enabling marketers to identify various peer groups or influencers that can help to grow the brand organically at nearly zero cost to the company.

2.7.2 Social media's impact on SME cost expenditure

(Kirtis & Karahan, 2011) Postulated that cost reduction is achievable through Social Media because the distribution of marketing communication, which is a cost driver in mass media, is eliminated with social media usage. Also, (Kirtis & Karahan, 2011) highlighted that apart from the cost of data, social media outlets themselves are accessed for free as such, social media is considered to be particularly effective in cost reduction and is considered a marketing driver among business environments under economic turmoil. (Culnan, McHugh, & Zubillaga, 2010) Stated that a key benefit of social media marketing is cost reduction, which is achieved by shifting customer services from phone based services such as call centre operations, for after sales services and customer enquiries, to social media.

(Hoffman & Fodor, 2010) reiterated that social media leads to cost saving which is achievable by enabling customers to serve as their own version of a toll-free help desk, by establishing a Frequently Asked Questions (FAQ) user forum. According to (Sajid, 2016) two benefits of social media that are important to business include cost reduction, by decreasing staff time, and increasing the probability of revenue generation. (Michaelidou, Siamagka, & Christodoulides, 2011) Also emphasized that the attractiveness of social media marketing is its cost effectiveness, which is driven by the relatively limited resources required for its adoption, which makes it a key investment for small and medium sized enterprises to achieve their branding objectives.

2.7.3 Social media and its ability to generate profit for SMEs

(Gilfoil & Jobs, 2012) And (Solcansky & Simberova, 2010) stated that profit is defined by comparing increments in revenue against increments in marketing spend and all else remaining equal, increments in revenue should exceed increments in marketing spend and accordingly generate higher profits. In this determination, increments in revenue are attributed to marketing activities. As such, all increments in earnings are linked to spend on marketing. (Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016) Found that firm generated content on social media influences customer behaviour and improves customer profitability by driving the purchase of high margin products.

(Agnihotri, Kothandaram, Kashyap, & Singh, 2012) Found that salespeople derived direct relationship value from using social media and that the direct relationship values derived include

profits, volumes and safeguards. (Kaske, Kugler, & Smolnik, 2012) Investigated the return on investment in social media in which they uncovered among others, two social media drivers of profit which included reach (number of followers) and higher sales which are two variables that form part of the research model. The finding of the study was that by qualitatively applying the ROI in social media framework to the empirical examples, social media's large upside potential was showcased which empirically proves that social media can be profitable across various business models and industries.

2.8 Conclusion

This chapter provided a definition of the SME within the South African Context. By defining the SME, the chapter revealed categories under which SMEs are classified in South Africa. The role of the SMEs to the South African economy was explored and revealed to be significant. However, challenges still plague the SME sector. As such, the failure rate of SMEs remains high. The rise of social media coincides with that of the gourmet food truck movement and according to the literature discussion a symbiotic relationship exists between the two. Social media serves as a platform through which electronic word of mouth can be shared and distributed. Social media generated eWOM can increase commercial activity as such, social media has the potential to improve business performance matrices such as revenue growth, cost reduction and profit enhancement. These matrices are highlighted as possible motivators of using social media and are possibly the desired outcomes of employing social media as a marketing instrument in the food truck business.

3. Chapter Three – Theoretical Framework

3.1 Introduction

This chapter explores various frameworks such as the organising framework for social media study which states that the design and features of social media determine how social media can be applied to various functionalities by individuals who, through the application of social media, form communities, engage in conversation and create commerce. This chapter also explored the conversation element of social media utilisation, which brings about digital word of mouth and subsequently introduces frameworks that suggest a causal link between social media generated word of mouth and business performance outcomes.

3.2 Conceptual Framework

As per (Jenkins & Johnson, 1997) a conceptual framework is a causal map that connects one concept to the other, implying that one concept is the cause of the other. A conceptual framework developed by (Kudeshia & Kumar, 2017) defined the relationship between electronic word of mouth (eWOM) brand attitude and purchase intention. In their study (Kudeshia & Kumar, 2017) found that positive eWOM had a positive correlation to brand attitude. The findings indicated that eWOM significantly affects purchase intention. As such, their recommendation was that organizations can significantly impact their brand attitude and increase sales by improving purchase intention via the leveraging of social networking as a channel for generating content that reflects support for their brands. Another study that explored the impact of eWOM on customer attitudes and purchase intentions is (Ladhari & Michaud, 2015) who found that Facebook 'friends' have an influence on hotel booking intentions whereby positive comments about a particular hotel reflect significantly higher booking intention than those do who receive negative comments concerning them.

The concept of attitude and purchase intention is defined by other scholars; (Langaro, Rita, & de Fatima Salgueiro, 2018) and (Kim & Kim, 2018), as awareness and engagement, whereby brand attitude is defined as the awareness of the brand and having a favourable image of it, and brand engagement is defined as interacting with the brand in a positive manner by either enquiring about the product with the intention to purchase, or by making a purchase. (Quercia, Lambiotte, Stillwell, Kosinski, & Crowcroft, 2012) Defined all users with social contacts in the range of five hundred

(500) to one thousand (1000) as social hubs and stated that marketing agencies should consider the quality of the social community around the brand, which is defined by the number of social hubs; as a measure of brand awareness. (Bakhshi, Shamma, & Gilbert, 2014) Who when using Instagram to answer their research question: "do photos with faces differ in online engagement compared to photos without them?" identified two (2) social aspects of engagement namely; the number of likes and the number of comments on the Instagram image. (Lindsey-Mullikin & Borin, 2017) Found that the number of purchases conducted through social media had increased over time and would continue to increase, considering the rate at which the use of social media is growing.

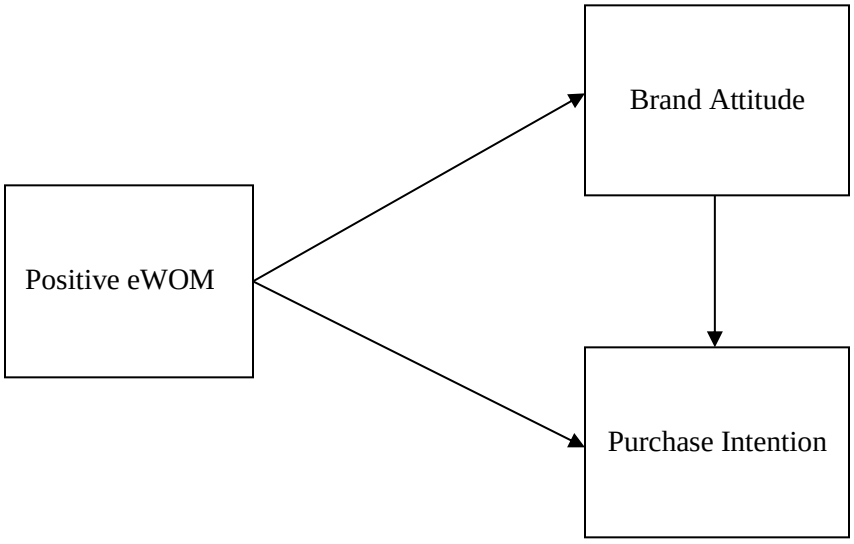


Figure 3.1: eWOM, Brand Attitude and Purchase Intention. Adapted from *(Kudeshia & Kumar, 2017)*

(Reimer & Benkenstein, 2016) Defined a version of eWOM termed altruistic eWOM which is activated when a customer experiences positive service from a company and wishes to return the favour by sharing their experience with others. According to (Reimer & Benkenstein, 2016) altruistic eWOM is a more credible and a low-cost alternative form of marketing. The cost implications of eWOM are also mentioned by (Cantallops, Salvi, & Gardona, 2016) who defined eWOM as a cost effective means of marketing, due to its self-generating nature the content of which is driven by the consumers themselves. (Chiu, Kikumori, & Ono, 2016) Used the cost-benefit theory to determine how eWOM campaigns influenced customer intention and found that monetary incentives offered to customers to spread positive eWOM made the eWOM less

trustworthy and less credible. An alternative finding was that companies themselves experience greater cost-benefit by incurring minimal marketing costs, in return for a highly effective and trusted marketing campaign.

(Sharma, Aakash, & Aggarwal, 2019) Found that product satisfaction and online user generated content can help maximize profits whereby eWOM plays a crucial role in helping customers in their final purchasing decision making. (Ali & Busalim, 2017) Presented five antecedents of eWOM that when considered and applied, could improve consumer engagement and increase the firms' profits. (Ismagilova, Dwiveid, & Williams, 2017) Stated that by supporting eWOM, marketers can predict future sales more accurately and allow the retailer to manage operations better and as a result, improve profit margin. (Abubaker & Ilkan, 2016) Postulated that eWOM generates a stream of referrals which can attract profitable customers. Based on the findings presented in the literature a framework can be developed to investigate electronic word of mouth information generated and shared via social media and its impact on sales revenue, cost and profit of the SME.

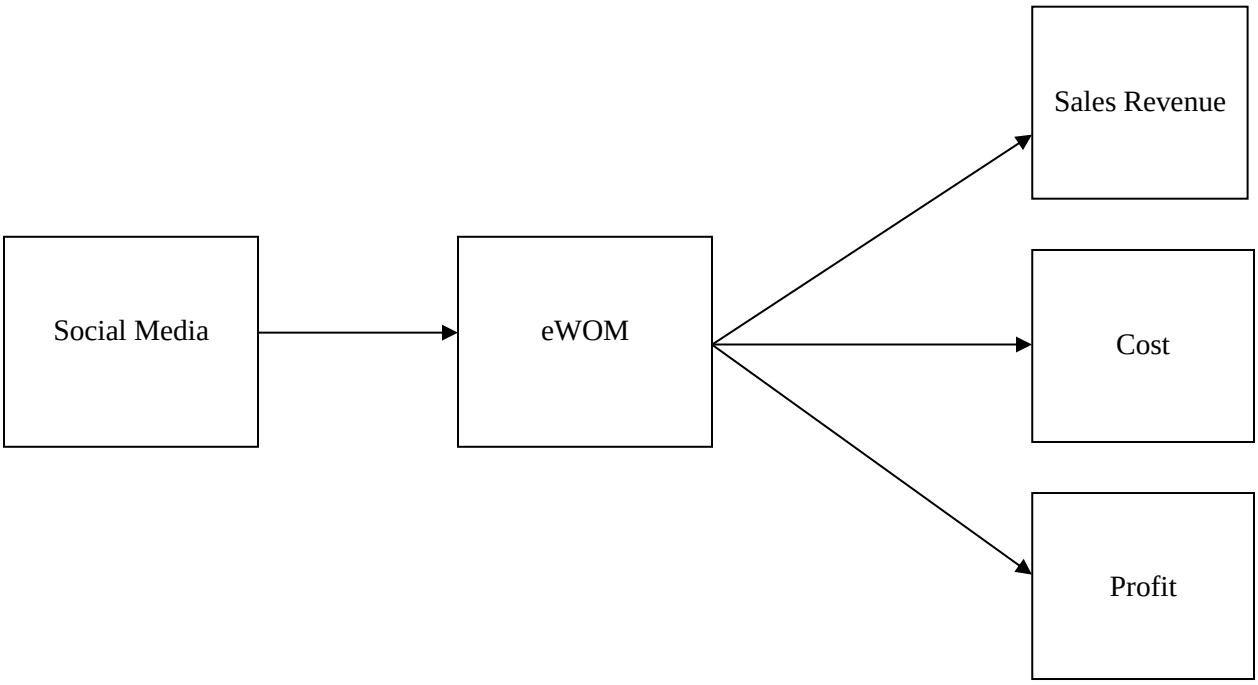


Figure 3.2: Conceptual Framework of Social Media and the Outcomes of Electronic Word-of-Mouth (Researcher's Own)

The framework presented implies that there is a possibility that social media generates eWOM through which users are influenced to become paying customers thereby increasing sales revenue for the food truck business through a low cost medium that is social media which ultimately enhances the profits of the business. (Rishika, Kumar, & Janakiraman, 2013) Found that the frequency of customer visits as well as the level of participation of a firm's social media activities increased customers' profitability. Their finding was that customer participation in eWom increased both the frequency of customer visits to the store as well their volume of purchases thereby increasing sales revenue as well as the firm's profits. (Aral, Dellarocas, & Godes, 2013) Identified the following as measures of the value of the use of social media in business: (1) Conversion, which is determined by whether or not the users convert to paying customers, (2) Sales revenue, which is determined by whether or not the food truck business experiences an increase in sales when using social media, (3) Profitability, is determined by whether or not the business experiences increases in its profits as an outcome of using social media.

3.2.1 Are There Any Revenue Generating Benefits that are Derived from Social Media?

(Oztamur & Karakadila, 2014) asserted that social media is more effective in building brand awareness and enhancing brand reputation than in generating leads and increasing sales. According to (McCann & Barlow, 2015) the association of increments in sales to social media activities is complicated, as businesses must prove cause-and-effect as well as correlation between social media following and sales revenue increments. (Baird & Parasnis, 2011) Stated that despite these findings, some scholars believe that social media holds enormous potential for companies to get closer to customers and by doing so, facilitate increased revenue. According to (Kim & Ko, 2012) a study conducted by an independent statistics firm revealed that 70% of customers visit social media sites to get product and service information, and of those, 49% had made a purchase decision on the basis of the information they had gathered on social media. According to (Paniagua & Sapena, 2014) a positive correlation exists between social media and its influence on business performance, but only when the business reaches critical mass in number of followers reached.

(Hoffman & Fodor, 2010) Discussed this issue in their paper for the MIT Sloan management review, where they sought to determine the metric by which to measure the ROI of a social media marketing campaign. This study sought to determine whether food truck owners utilize specific

metrics to measure the success of their social media campaigns or whether they believe, through their experience, that social media has had a positive impact on the growth of their revenue.

3.3.2 Do SMEs Enjoy Cost Savings Benefits from Using Social Media?

(Thackeray, Neiger, Hanson, & McKenzie, 2008) Asserted that a more considered cost to the individual using social media is the time and effort required to participate in generating content or sharing information. According to (Thompson, 2002) time is a scarce resource for entrepreneurs. This scarcity of time is brought about by the entrepreneur's lack of access to resources; primarily the resource of capital. (Landzani W. , 2004) Asserted that due to the scarcity of resources that are critical to the management of a business, an entrepreneur is forced to operate in conditions that are largely under-capacitated.

(Landzani & Van Vuuren, 2002) Also stated that this scarcity of resources includes limitations in human capital, which brings about limitations in the SME owners' resource of time. A typical entrepreneur would be the operator of the business as well as its marketer, bookkeeper and manager, all at once. With this being the case, time is a critical resource to the SME owner and it serves as one of their greatest assets.

In their study of factors that influence the SMEs adoption of social media marketing (Marzuki, Langgat, Fabeil, & Danhil, 2014) noted that using social media does not require a large capital investment as it is relatively low cost. (Constantinides, 2014) Explained how social media can be used as a marketing tool in many ways, particularly because it is low cost and yet is a valuable source of "live" customer engagement, where by customers have a platform in which to comment and share their insights into service and product improvement. (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015) Found that the adoption of Facebook had a positive impact on performances such as cost reduction, as the cost associated with the adoption of Facebook is very low.

(Gaber & Wright, 2014) Indicated that there are two forms of advertising on Facebook, namely; paid advertising and free advertising. Paid advertising is defined by (Gaber & Wright, 2014) as the form of advertising where the advertisers place advertisements that appear on the sides of the profile page of Facebook users or on their Facebook home page. This feature allows users to target only their target market by making advertisements that are targeted by gender, location, age and

even interests, thus making the advert more relevant to the receiver. The other form of advertising is free advertising whereby companies create a fan page on Facebook.

3.3.5 Do SMEs Experience Enhanced Profitability from Using Social Media?

(Rishika, Kumar, & Janakiraman, 2013) Stated that customers who are committed to the company through social media are more profitable than those who are not committed to the brand in that way. (Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016) Found that customers who participate in a firm's social media contribute more towards the firm's profits than those who do not participate. As per (Kim & Ko, 2012) a commonly accepted notion is that due to the relatively low cost of social media marketing companies that experience any growth in revenue due to their social media marketing activities will also experience increased profit as a result. This is due to the fact that the cost to income ratio of social media is very low. This notion is rebutted by (McCann & Barlow, 2015) who stated that the measurement of the efficiency of social media marketing towards business performance is unsatisfactory as a commonly accepted measurement standard does not exist, which makes it difficult for organizations to prove conclusively that investments in social media technologies have resulted in a direct profit or loss. (Barger, Peltier, & Schultz, 2016) Maintained that the degree to which the strength of consumer engagement impacts the profitability of that consumer relationship remains unknown; furthermore, this engagement gap is created by a number of factors, including social media being a relatively new marketing phenomenon and as such, there is still confusion pertaining to how engagement should be tracked and measured; more so in the area of correlating business performance to social media engagement. With these concerns in mind this study sought to determine whether food truck owners believe that their social media activities have contributed to their business's profitability or not, based on their experiences.

3.3 Conclusion

In this chapter, the concept of social media as a generator of word of mouth (WOM) was explored, as well as its ability, through word of mouth, to generate a positive brand attitude and brand engagement. Following the determination of the social media's ability to generate eWOM, the researcher developed a framework based on literature which suggested that social media generated

eWOM can influence sales revenue growth, cost management and profit generation. This framework is explored throughout this study in order to provide answers to the research questions.

4. Chapter Four– Research Methodology

4.1 Introduction

In this chapter, the research methodology that was employed in this research is explored. The chapter opens with the research approach that was adopted to conduct this study, in this case a qualitative research approach was employed, based on previous studies pertaining to the use of social media and other electronic forms of marketing by SMEs. The research paradigm is also explored in this chapter, as an interpretivism approach was taken to conduct this study. This section also introduced and discussed the research design that was employed in this study, this being the case study approach. The population is discussed along with the sample selection. This chapter then discusses the data collection method as well as the data analysis techniques and then discusses the validity and reliability of the data collected. The chapter closes with a discussion of the ethics involved in this chapter as well as a conclusion of the chapter's main themes.

4.2 Research Approach

This study employed the use of qualitative methods of analysis, with the objective of understanding and illuminating the reasons for employing the use of social media by food truck owners and uncovering the business performance outcomes experienced from using social media. (Wessel, 2012) Employed the use of qualitative research to investigate the social processes of electronic communication and mobility among food trucks. (Wallsten & Rhyan, 2014) Used qualitative research to determine how the use of social media and internet services such as Twitter, Facebook and business web pages affected their ability to stay in business. (Creswell, Shope, Plano Clark, & Green, 2006) Stated that research design in qualitative research is a process that is based on the philosophical assumptions that a researcher makes when deciding to conduct a qualitative study. These philosophical assumptions include; ontology, epistemology, axiology, and rhetorical as well as methodological assumptions. (Rohleder & Lyons, 2014) Defined epistemology as assumptions that are made about the ways in which the world can be investigated; meaning that objects of the world can be investigated objectively through interactions between researchers and those objects of the world, in order to construct knowledge for desired purposes. The epistemological approach to this study maintained that the data collected must represent the perspectives of the people who are involved in the running of food trucks. The epistemology of this study involved interviewing

the owners and managers of food trucks in order to collect data through personal engagement with food truck owners and managers.

4.3 Research Paradigm

According to (Pham, 2018) interpretivism adopts a relativist ontology whereby a phenomenon may have multiple interpretations rather than a single scientific truth. According to (Creswell, Shope, Plano Clark, & Green, 2006) the interpretivist approach enables the researcher to gain a deeper understanding of the phenomenon and its complexity from within its unique context, rather than a generalized perspective that seeks to cover the entire population. (Kellner, 1993) Spoke of a need for humans to gain an understanding of the diverse ways of seeing and experiencing the world through different perspectives and cultures. As such, a key advantage of interpretivism is the diversified perspective whereby the research problem is approached from multiple perspectives, thus eliminating researcher bias. In addition, (Tuli, 2010) stated that interpretivism research can be conducted in natural settings by using key methodologies including grounded theory, ethnography, case studies or life history, to gain an insider's view of the subject matter. As per (Hammersley, 2013) a second benefit of interpretivism is its ability to utilize the key method of interactive interviewing, which enables researchers to probe interviewees' views and values, perspectives and prejudices, perceptions and insights, as well as their thoughts and beliefs. Insights gained from this research can be probed further in other research projects conducted at a later stage.

This study employed interpretivism in order to discern the motivations of individual food truck owners for employing the use of social media in their businesses. Interpretivism was deemed appropriate for this study as it sought to extract information from the owners and managers of the food trucks based on their knowledge as operators of food trucks. Through interpretivism the owners and managers of food trucks provided data based on their day to day experiences in their business.

4.4 Research Design

(Willis, Jost, & Nilakanta, 2007) Asserted that interpretivists are more amenable to qualitative methods of study such as case studies and ethnography. (Willis, Jost, & Nilakanta, 2007) Also stated that qualitative methods such as case studies tend to offer rich reports that enable

interpretivists to gain a thorough understanding of context. Similarly, to (Willis, Jost, & Nilakanta, 2007), (O'Cathain & Thomas, 2006) posited that interpretivist support qualitative methods, particularly, as these methods offer an interpretation of the world in which reality is constructed by the society in which it occurs and is ever changing and complex.

This research employed a Case Study design approach. A Case Study research design is defined as an in-depth study pertaining to a specific research problem and not a sweeping statistical survey (Stake, 2005). The Case Study research methodology narrows down a very broad field of research into a few easily researchable examples and is particularly useful for testing specific theories or the applicability of specific models to specific situations in the real world (Stake, 2005). This research identified the food truck movement as the subject of the case study due to one of its defining characteristics being the use of social media. (Yin, 2013) Defined a case study as an investigation of contemporary phenomena, in a real life setting, particularly in instances where boundaries between phenomena and context are not clearly defined.

4.5 Data Collection

(Cooper & Schindler, 2011) Stated that a semi-structured interview is defined as a guided open ended conversation that begins with a specific question and allows the respondent to answer while the interviewer probes for more information. (Cooper & Fairburn, 1987) Further stated that the success of a semi-structured interview technique is reliant on developing a dialog between the interviewer and the participant. It requires the creativity and the skill of the interviewer to extract more and more information from the conversation, as well as clarity and elaboration of answers. (Onwuegbuzie, Slate, Leech, & Collins, 2009) Defined a semi-structured interview as a guided conversation between two people for the purposes of extracting information, to answer a research question.

This study employed a semi-structured interview approach due to its advantages of enabling the researcher to extract maximum information from the respondent. While also allowing the respondent to share their experiences and expound on them when prompted to do so as indicated by (Thomas & James, 2006). (Zhang & Wildemuth, 2005) Have mentioned that a semi-structured interview is the most useful data collection method as it combines the specificity of a questionnaire with the flexibility of an unstructured interview.

4.6 Research Instrument

(Castillo-Montoya, 2016) Provided a framework for refining structured and semi-structured interviews. The IPR framework which stands for the Interview Protocol Refinement (IPR) Framework is a four (4) phase process aimed at developing and refining interview protocols. The process comprises four 94) phases which include: (1) ensuring that interview questions align with research questions, (2) constructing an inquiry-based conversation, (3) receiving feedback on interview protocols, and (4) piloting the interview protocol.

As per (Castillo-Montoya, 2016) the first phase of the IPR Framework requires the alignment of interview and research questions. By doing this, it is said that one can increase the utility of the interview questions while ensuring the integrity of the study. (Castillo-Montoya, 2016) also mentioned that in order to preserve the conversational and inquiry goals of the research one must include the following questions: (1) introductory questions, (2) key questions, and (3) closing questions.

4.6.1 Introductory questions

The research instrument sought to establish the motivations of the food truck owners for starting their food truck businesses. The intention was to determine if the same motivations that led to the origins of the gourmet food truck industry in Los Angeles were the same as those that led to the inception of the gourmet food truck movement in South Africa. According to (Esparza, Walker, & Rossman, 2013) the faltering of the economy in 2008 led to consumers cutting back on their restaurant spending which led to many young chefs becoming unemployed and so the gourmet food truck model was developed by chefs who re-purposed used food trucks as mobile restaurants, within which to create cuisine.

The failure rate of SMEs in South Africa has been highlighted by (Landzani & Van Vuuren, 2002) and (Asah, Fatoki, & Rungani, 2015). In view of the diminished returns of SMEs in South Africa this study enquired to find out how long the respondents had been operating for in order to determine whether social media had made a positive contribution to their survival and continued existence.

4.6.2 Key questions

(Kudeshia & Kumar, 2017) Developed a causal framework which connected eWOM to brand attitude and brand engagement. From the (Kudeshia & Kumar, 2017) framework, the researcher developed another framework for the purpose of this study which connected social media to eWOM and eWOM to sales revenue generation, cost reduction and profit enhancement for food trucks. This framework is based on information discussed in the literature review conducted in Chapters 2 and 3 which illustrates the ability of social media to develop eWOM, based on its design and features and through positive eWOM to generate growth in sales revenue. The framework also suggested that social media generated eWOM which in turn, has the ability to enable the SME to save on marketing cost and ultimately to generate profit. As such, the core question of the research instrument seek to describe the manner in which food truck owners and managers use social media to achieve their goals.

4.6.4 Closing questions

According to (Castillo-Montoya, 2016) the researcher may, as the interview ends, ask easier questions that provide the participant an opportunity to raise any issues that may not have been raised during the course of the interview.

4.7 Recording the Semi-Structured Interviews

The format of a semi-structured interview is such that the interviewer uses a paper based interview guide to ask prepared questions (Gill, Stewart, Treasure, & Chadwick, 2008). (Fatoki, 2012) Emphasized that a face to face interview is a good method of data collection, as it allows the interviewer to explain the questions to the respondent to ensure clarity. However, in this study the researcher discovered that because the food truck owners are responsible for all the operations of the business their schedules are hectic so a recorded telephone interview to collect our data would be the most effective way to overcome the challenge of time and availability.

(Burns & Grove, 1997) Suggested that the length of an interview should span thirty (30) to sixty (60) minutes, so as to allow enough time for responses and probing, while keeping the interview short enough to be manageable for transcribing and analysis. For the purposes highlighted above and given the busy schedules of food truck owners, this study kept the interviews down to between

ten (10) and fifteen (15) minutes. Given that the interviews were conducted over the phone with the recording software downloaded into the phone itself, the only concern was to ensure that the researcher had enough airtime to get through the interview and to probe without rushing the interviewee.

4.8 Population

(Bryman, 1984) Defined a research population as a group of people who meet the criteria of the subject of the research and to whom the research question and the results apply. (Cooper & Schindler, 2011) Defined a population as the total collection of individuals about whom the research makes inferences and to whom the research outcome will be most applicable. (Creswell, Shope, Plano Clark, & Green, 2006) Echoed (Bryman, 1984), as well as (Cooper & Schindler, 2011) who cited that a population is the total collective of criteria matching elements which comprise the subject of the research. In this research we defined the research population according to the definition of gourmet food trucks, which according to (Hawk, van den Eijnden, Van Lissa, & Bogt, 2019) are defined by; (1) the branding of the truck; (2) marketing through social media; and (3) a largely eclectic and unique food selection.

Even though food trucks are growing in popularity the food truck movement in Gauteng is still relatively small, from the perspective of a population. There are no official numbers published, but according to online sources the number of food trucks in the Gauteng area is in the mid hundreds, with some of the more recognizable and popular brands barely reaching a hundred (100). As such, the population was relatively small, hence this study drew from a limited number of food trucks that fitted the description of gourmet food trucks.

According to (BER Research Note, 2016) thirty point six percent (30.6%) of all SMEs in South Africa are domiciled in Gauteng, which constitutes the largest concentration of SMEs, second only to KwaZulu-Natal at fourteen point four percent (14.4%). According to these numbers Gauteng comprises the largest population of SMEs and by deduction the largest concentration of gourmet food trucks. As such, the population in this study comprises the gourmet food truck movement in Gauteng.

4.9 Sample

According to (Marshall M. N., 1996) random sampling is impractical for qualitative research, although a random sample provides the best opportunity to generalize the results but denies the researcher the opportunity to utilize the most effective way of developing an understanding of complex issues pertaining to human behaviour. As such (Marshall M. N., 1996) identified three approaches to a sample in qualitative research, namely; convenience sampling, judgment sampling and theoretical sampling. Judgment sampling is also defined by (Etikan, Musa, & Alkassim, 2016) as purposive sampling, which entails deliberately selecting participants due to the qualities the participants possess.

This research employed a purposive or judgment sampling technique which entailed selecting the gourmet food truck movement in Gauteng, as a representative for the SME sector in South Africa. The gourmet food truck movement was selected as the sample, particularly because one of its key defining characteristics is the use of social media which distinguishes a gourmet food truck from a traditional food truck. As such, the sampling approach employed by this research is a purposive sampling approach.

To conduct the investigation this study used eight (8) respondents. The choice of using eight respondents is based on previous studies conducted by (Onwuegbuzie, Slate, Leech, & Collins, 2009) who stated that a reliable measure of an adequate sample size is based on previous studies. (Bulearca & Bulearca, 2010) Used one to one online interviews using a sample comprising four (4) to five (5) SMEs. (Sarosa, 2012) Conducted a study of social media adoption by SMEs, based on a single case study involving one participant. A study conducted by (Derham, Cragg, & Morris, 2011) to examine how firms gained value from using social media used a single respondent in one restaurant. Based on these studies, which utilised a sample size of one (1) to seven (7), a sample size of eight (8) respondents was determined to be adequate for the purposes of this study.

4.10 Data Analysis

As per (Thomas & James, 2006) data analysis for qualitative research is said to involve three (3) stages: (1) data reduction, (2) data display, and conclusion drawing or (3) verification. Inductive analysis is defined by (Thomas & James, 2006) as an approach that primarily entails the detailed

reading of raw data to derive concepts, themes, or models, to derive meaning from the raw data collected by a researcher.

General inductive analysis is based on the following principles:

1) Data analysis is guided by the research question as well as the research objectives.
2) The mode of analysis is determined by the development of categories, models and frameworks.
3) Findings emanate from interpretations of the raw data collected by the researcher, guided by the extent to which the raw data provides illumination on the research questions.
4) Inductive analysis can be assessed with other qualitative techniques for validity and trustworthiness.

This study followed the guidelines of (Thomas & James, 2006), as well as the methodologies of (Jenkins & Johnson, 1997) who used preselected questions to ask interviewees and then probed with a follow up question 'Why'. These interviews were then transcribed and coded so as to identify causes of certain outcomes.

This study followed the same approach as (Thomas & James, 2006) and transcribed all recordings into transcripts reflecting the dialogue of the interview, comprising the questions asked by the interviewer as well as the answers provided by the respondent.

The transcription resulted in four to five (4 to 5) pages of text which was then categorized into codes. The codes reflected the common themes that emanated from the research interview. These themes were coded to highlight the trends that emanated from the research interview.

The codes were then counted, to determine which were more prevalent pertaining to a specific theme and findings were drawn based on the codes that were most prevalent for a particular theme. From these responses a causal map was developed, as indicated by (Jenkins & Johnson, 1997), to link the themes to the causes that emanated from the interviews.

4.10.1 Causal mapping

According to (Falcon, 2006) causality is defined as the method by which knowledge is grasped, based on the understanding of the cause, as such knowledge is rooted in the answer to the question

'Why'? (Marchant, 1999) Defines causal mapping as a framework through which cause is identified by linking nodes that denote behaviour or an outcome to its causes or influences. (Jenkins & Johnson, 1997) Used causal mapping in their study to determine the 'thinking' of respondents.

(Jenkins & Johnson, 1997) Utilised the process of laddering, through which questions that had been preselected in a prior study were compiled and utilised in their interviewing protocol. Laddering entailed asking respondents why a certain concept was important to them. The response to the 'Why' question provided a causal link to a new concept. This process enabled a consistent format to be used across all the respondents. All interviews were transcribed verbatim and each transcription was then coded, and the codes developed causal connections between concepts.

(Jenkins & Johnson, 1997) Employed the causal map methodology in their investigation of the contrast between entrepreneurial intentions and outcomes. Their study was based on the suggestion that entrepreneurial strategies may not be deliberate but are rather informed by the intuition of the entrepreneur. The causal map in the study conducted by (Jenkins & Johnson, 1997) was developed to connect the internal operations of the business with the external environment; with the intent being to determine whether the ideas and intentions of the entrepreneurs matched the desired outcomes pertaining to the performance of the business.

Similarly, to (Jenkins & Johnson, 1997) this study sought to ascertain the motives that drove social media adoption by gourmet food truck owners, as well as to determine whether social media adoption had contributed positively to the performance outcomes of the business. The performance measures employed by (Jenkins & Johnson, 1997) include sales and profit as is the case with this research study. As such, in a similar fashion to (Jenkins & Johnson, 1997), this study employed causal mapping to analyse the data and ultimately to illustrate the findings.

4.11 Reliability and Validity

(Barger, Peltier, & Schultz, 2016) Said that reliability and validity are two ways in which researchers can prove the quality of the research. According to (Thyer, Franklin, Cody, & Ballan, 2001) it is dependent on the skill of the researcher to conduct research using appropriate methods that determine the accuracy of the data collected, and the most optimal recording of that data, as well as the correct analysis and interpretation of that data. (Brink, 1993) Provided distinct

definitions for validity and reliability in which validity is defined as the accuracy and truthfulness of scientific findings, meaning that a valid study demonstrates through its findings that which exists and a valid instrument measures that which it is intended to measure. Reliability is defined by (Brink, 1993) as the consistency and repeatability of a study, which stems from the researchers' ability to record research information accurately.

(Thomas & James, 2006) Defined the concepts of reliability and validity as 'trustworthiness' and stated that four general types of trustworthiness in qualitative research include, credibility, transferability, dependability and conformability.

(Thomas & James, 2006) Mentioned keyways in which to determine the trustworthiness of an inductive general coding approach:

1) Independent parallel coding: having two (2) independent individuals or groups coding the same raw text and then juxtaposing the two (2) codes against each other.
2) Checking on clarity of categories, having an independent individual or group assign sections of the raw data to the codes set by the original coder.
3) Stakeholder or member checks: The stakeholder checks to assess the validity of the research, by having people who may have an interest in the research assess the research findings, interpretations, and conclusions.

To ensure the reliability and validity of this research, the findings were juxtaposed against those found in the literature. Doing so enabled the corroboration of the findings in literature with those of the study and allowed the researcher to draw a contrast with those findings, as per (Creswell, Shope, Plano Clark, & Green, 2006). The reliability and validity testing also involved comparing each respondent's answers against the others, to determine commonality or contrast. As such, the determination of the reliability and validity involved comparisons with secondary information sources (literature review); as well as comparisons with primary data sources (other respondents' answers in the study) as per Thomas (2006) (Thomas & James, 2006).

4.12 Ethics

Three problems that may arise in qualitative research pertaining to ethics were described by (Ramos, 1989) who mentioned: the researcher/participant relationship, researcher bias as it

pertains to data interpretation and the research design itself. The most critical ethical issue that arises is that deception and disclosure of confidential information can occur. According to (Capron, 1989) any kind of research must be guided by the principles of respect for people, beneficence and justice. This entails sharing accurate information with participants, as to the nature and purpose of the study, as well as affording the participant the freedom to willingly participate or decline participation. (Orb, Eisenhauer, & Wynaden, 2001) Spoke of the dynamism of giving consent particularly, as it pertains to identifying who should give consent. According to (Orb, Eisenhauer, & Wynaden, 2001) beneficence should be the guide in all research, beneficence being the concept of doing well and preventing harm. As such, the giver of the consent should be in the right state of mind to do so and be fully informed of the nature of the research, its method and its purposes. In this research participants were informed of the nature of the study, the fact that the study would be recorded and read their rights to which they responded affirmatively.

4.13 Conclusion

This research employed a qualitative approach using interpretivism to discern and define the lived experiences of the participants. For the purposes of narrowing the SME population down, the study focused on the gourmet food truck sector as the case study of this research. The data collection process was based on the methodology developed by (Jenkins & Johnson, 1997) which entailed the conducting of interviews and transcribing the responses. This process was then followed by the coding of the data and subsequent to the analysis, a causal framework was developed which demonstrated the link between outcomes and behaviours as well as the codes.

5. Chapter Five– Results

5.1 Introduction

The data that was collected from the research conducted is presented in this chapter. A total of eight (8) food truck owners were interviewed. The respondents are based in the greater Johannesburg area and they operate their businesses in and around the Gauteng area. Two (2) out of the eight (8) respondents were female and six (6) were male. The average duration of the businesses in the sample was five (5) years. Three (3) of the respondents had been in business for three (3) years, two had been in business for five (5) years and one (1) each for six (6), seven (7) and eight (8) years, respectively.

5.2 Introductory Questions

The research instrument employed the use of introductory questions as set out in the interview guide, as well as transition questions that led into the themes that explored the primary questions. The introductory questions were intended to offer perspective on the motivating factors that led to the food truck owners starting their food truck businesses. The intention with these introductory questions was to ascertain a causal link a downward trending economy and the decision to start a food truck business; a theme which was identified by (McLaughlin, 2009) and (Gelt, 2009) when they postulated that the cause of gourmet food trucks being developed in America was the recession of 2007 and 2008. The introductory section also sought to determine whether food truck owners adopted social media from the inception of their business or not, with the intent being to determine the motivations for selecting social media as a marketing platform. According to (Weber, 2012) a key characteristic of a gourmet food trucks was the extensive use of social media. As such, the intention was to determine whether the respondents had the intention of operating as gourmet food trucks or whether they were operating as traditional food trucks that adopted social media for other reasons.

5.3 Reasons for Starting a Food Truck Business

The research sought to determine if the reasons that spawned the gourmet food truck movement in the United States of America are the same as those that brought about the inception of the gourmet food truck movement in South Africa. As indicated by (Carbone, Rouquet, & Roussat, 2015) a key

event that brought about the emergence of gourmet food trucks was the recession of 2008 which saw talented chefs losing their jobs. As a result, a lot of them went on their own and opened their own restaurants in the form of food trucks. This notion is also typified by the period at when one of the first recognized gourmet food trucks came to prominence, the Kogi Korean BBQ Taco trucks launched on the 20th November 2008.

Table 5.1: Reasons for starting a gourmet food truck business (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"My husband is an exec-chef … so, this was his little protégé that he created into something which, like he says, was to look after us in the older days."	Spousal partnership; Retirement plan.
2	"We just saw a gap in the market. It was a hobby business that we were doing as a side hustle. We saw an opportunity to take it more seriously and get involved full time."	Niche market (business opportunity); Hobby (side hustle).
3	"My wife is actually a well-known chef in South Africa, … so I designed the trailer to be a satellite kitchen that doubled as a food truck."	Spousal partnership; Business opportunity.
4	"I was working at a Fire and Ice hotel in 2009 and it was recession time and I got demoted."	Former chef; 2008 recession; Business opportunity.
5	"So, my wife and I were in the Ultimate Braai Master TV show, so after that we actually opened up the business."	Spouse partnership; Business opportunity.
6	"To sum it up quite simple and easy in today's lifestyle and today's world the best way to look after yourself is to be self-employed."	Entrepreneurial endeavour.
7	"I was in the IT industry for forty (40) years around the world, and I'd had enough and wanted to ... kind of retire I suppose; but obviously I needed to do something still and I always had a sort of passion for food, so I decided to do something in the food industry."	Retirement plan; Entrepreneurial endeavour; Passion for food.
8	"We wanted to employ ourselves. We always had, and because we were young, we took the opportunity and sold the cars and sold everything that we had at the time and we started the business. Plus, we hated working for bosses."	Spouse partnership; Entrepreneurial endeavour; Independence.

The following themes were identified pertaining to the reasons for starting a gourmet food truck business, the recession, passion independence and entrepreneurial zeal; as well as spousal partnerships.

- ***Recession***

The recession of 2008 was identified as a reason for starting a food truck business in one of the eight cases being investigated.

"I was working at a Fire and Ice hotel in 2009 and it was recession time and I got demoted" (Respondent No. 4).

This statement gives credence to the assertion by (Ibrahim, 2011) that a key event that brought about the emergence of gourmet food trucks was the recession of 2008. However, as per the testimony provided by the respondents that was not the only motivator. A reoccurring theme was that of a desire to own one's own business, driven by zeal and a yearning for independence.

- ***Passion, independence and entrepreneurial zeal***

"My husband is an exec-chef … So, this was his little protégé that he created into something which, like he says, was to look after us in the older days" (Respondent No. 1).

"I had a restaurant before; so did my wife. My wife is actually a well-known chef in South Africa with many TV things and all the rest … we were going to run a catering company here in Johannesburg, so I designed the trailer to be a satellite kitchen that doubled as a food truck" (Respondent No. 3).

"We just saw a gap in the market. It was a hobby business that we were doing as a side hustle. We saw an opportunity to take it more seriously and get involved full time" (Respondent No. 2).

"Well, I've always been passionate about food and after I decided to leave the corporation … so my wife and I were in the Ultimate Braai Master TV show, so after that we actually opened up the business" (Respondent No. 5).

"To sum it up quite simply and easily, in today's lifestyle and today's world, the best way to look after yourself is to be self-employed" (Respondent No. 6).

"I was in the IT industry for forty (40) years around the world and I'd had enough and wanted to ... kind of retire I suppose, but I obviously needed to do something still and I always had a sort of passion for food, so I decided to do something in the food industry" (Respondent No. 7).

"We wanted to employ ourselves. We always have and because we were young, we took the opportunity and sold the cars and sold everything that we had at the time and started the business. Plus, we hated working for bosses" (Respondent No. 8).

Even though the recession of 2008 did play a part as a motivating factor in one of the case studies, as per the assertions of (Ibrahim, 2011), the prevalent motivation was independence; a desire to be self-employed and to pursue one's passion. Of the eight (8) respondents five (5) had been employed in a corporate environment outside of the food industry, but it was their passion for food that brought them into the gourmet food truck industry.

It is also noteworthy that all of the respondents had been previously employed and had a steady stream of income. That was to be expected, as unlike other informal and some formal SMEs, the barriers to entry for the food truck business are high, as the cost of a vehicle modification into a mobile kitchen can be significant, as indicated by (McLaughlin, 2009).

- ***Spousal partnership***

Another recurring theme is that of spousal partnerships which manifested itself in four (4) of the eight (8) respondents whereby a husband and wife partnered in the food truck venture. Based on their study of the impact of gender on small business management in (Rosa, Hamilton, Carter, & Burns, 1994) found that, regardless of the gender of the owner, many businesses would not have started without the financial support provided by the full time employment of a spouse; the notion being that the spouse could provide the comfort of a monthly salary while the business owner endeavoured to get the business off the ground and make it profitable.

In the case study it was found that the spouses ventured into the business together, using their savings. Thus in that instance, the safety of a monthly salary being earned by the other partner was foregone.

"My husband is an exec-chef. So, this was his little protégé that he created" (Respondent No. 1).

"My wife is actually a well-known chef in South Africa …" (Respondent No. 3).

"So, my wife and I were in the Ultimate Braai Master TV show" (Respondent No. 5).

"We (my husband and I) wanted to employ ourselves. We always had" (Respondent No. 9).

5.4 Business Survival

According to (Griffith-Jones & Cozzi, 2016) in South Africa SMEs contributed forty percent (40%) to the GDP and were responsible for an estimated ninety percent (90%) of the jobs created from 1998 to 2005. However, as per (Olawale & Garwe, 2010) SMEs in South Africa have a high failure rate. (Willemse, 2010) Estimated that between seventy percent (70%) and eighty percent (80%) of SMEs in South Africa fail. It is stated that the number of SMEs that fail within five (5) years of establishment is between fifty (50) and ninety-five percent (95%).

It has also been reported that only two point three percent (2.3%) of South African SMEs have been in existence for more than three and a half (3.5) years.

In this study. We ranked the respondents according to three (3) categories of duration; these categories being; three (3) years or less, five (5) years or less and more than five (5) years.

Table 5.2: The duration of gourmet food trucks in business (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"The first event we did was March 2017 and it was 'Pixies on the lawn' at Carnival City."	Three (3) years and less"
2	"Eight (8) years now."	More than five (5) years
3	"We bought the food truck in 2016."	Three (3) years and less
4	"The first day of operation was in 2012, so it has been operating for seven (7) years."	More than five (5) years
5	"Since 2014."	Five (5) years and less
6	"Going into six (6) years now."	More than five (5) years
7	"We launched in November 2014."	Five (5) years and less
8	"Almost three (3) years now."	Three (3) years and less

According to the categorization used in this research, the average existence of the businesses in the research sample was four point eight (4.8) years, which, when considered in the context, the estimations made by (Willemse, 2010) that fifty (50) to ninety-five percent (95%) of small businesses fail within five (5) years, shows a positive survival rate for the gourmet food truck sector. Of the respondents, three (3) had been in business for less than three (3) years, two (2) had been in business for five (5) years and less, and three (3) had been in business for less than three (3) years.

Based on these numbers, the survival rate of gourmet food trucks is positively better than average.

5.3 Reasons for Adopting Social Media

Several contributing factors to the failure of SMEs have been highlighted by (Griffith-Jones & Cozzi, 2016), among those mentioned two are most prevalent and they include; lack of access to funding, and limited access to markets which is defined as customers and distribution channels.

According to (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) as a result of these constraints SMEs struggled to survive as they did not have the marketing budget they needed to finance their advertising requirements, in order to promote their businesses to their desired customer base and generate sales.

(Fatoki, 2012) Stated that in order to improve social capital, SME owners should always ensure that they maintained strong network ties with customers, suppliers, commercial banks and government agencies. SME owners need to take responsibility for improving their networking.

(Jagongo & Kinyua, 2013) Affirmed that in recent years, social media has become an efficient and cost effective way to network, highlighting that businesses are predominantly migrating to Social Networks as an efficient communication tool and if applied effectively that can improve their online presence and optimize promotions. Their findings indicated that the adoption of social media is motivated by access to new markets.

Their research revealed that of the SMEs that adopted Social Network Marketing seventy-four percent (74%) received customers from their home market, twenty percent (20%) from other regions and six percent (6%) from other international markets. This finding is also affirmed by

Turner and Endres (2017) who found that word-of-mouth through social media was an effective tool for resource constrained businesses to market and advertise their businesses.

Table 5.3: Reasons for adopting social media marketing (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"The popularity of food trucks has picked up over the past few years because of social media. The truck was parked outside in a very busy area and it was quite amazing when I looked at the stats on my Facebook page for Go-Fish, how the stats had gone up in the first two (2) weeks of the trailer standing outside. People driving past saw it and they went to see what it was about."	Exposure (popularity) i.e. Market access
2	"Because it's the cheapest and easiest way of sharing information."	Cost Benefit (Cheap) Ease
3	"Just because everyone is on it, it's kind of … free."	Cost Benefit (Free)
4	"We are a street food company, so we depend mostly on international trends."	Exposure (Trend) i.e. Market access
5	"Well, there is more of a need to be able to do that now because there are more people looking at social media to make informed decisions as to where they really want to eat and where they really want to go."	Exposure (Popularity) i.e. Market access
6	"I think with food trucks it's the best platform because it's what it's all about. People sit on Facebook and sit on Instagram etc. for that reason you know you're not going to sit on Facebook if you're looking to sell a car really or finding a bolt or a nut, but food trucks it makes sense."	Exposure (Popularity) i.e. Market access
7	"Just because it is the most accessible form of media to most people the target audience really, and also because that's where we found the event and on, I mean there was already a sort of event industry that was already active on Facebook and Twitter I suppose."	Exposure (Market accessibility) i.e. Market access
8	"I knew quite a bit about social media, so it wasn't like I needed any training or anything, so basically we used what we knew and built on that and just because it's what is generally used today its one of the most important ways to get the brand out there, and we definitely used that."	Exposure (Popularity) i.e. Market access

(Corvo, 2014) Stated that Twitter and Facebook were the gasoline that fuelled the food truck fire, by enabling the consumer to follow the food truck of their choice and pinpoint its exact location at any given time. (Alfiero, Giudice, & Bonadona, 2017) Attributed the efficiency of Gourmet Food Trucks to innovation, which is reflected through their use of social media, to deliver real

time updates of location, menus and availability of inventory. The findings of this research indicated that of the eight (8) respondents, seven started using social media from the very inception of their business, while only one (1) adopted social media later in their business's lifecycle.

(Zappe, 2010) Stated that, because most social media sites are free or entail minimal cost (cheap), the time spent posting status messages, responding to comments and the overall management of the site represents the biggest cost. (Constantinides, 2014) attributed the popularity of social media marketing to the changing behaviour of consumers which was driven by the customers' desire to have a say in product development, as well as the desire by the marketer to have greater control over the consumer governed social media space. This is also in line with the findings of (Jagongo & Kinyua, 2013) who asserted that those SMEs that used social media were able to access new markets, price better and respond to customer queries and complaints efficiently and at a lower cost as the communication between customer and the business had been improved.

The findings indicated two core reasons for adopting social media, as indicated by the respondents. These are; the popularity of social media and the cost benefits of social media. Six (6) of the eight (8) respondents described their reasons for adopting social media as the popularity of social media among their target market, in that social media granted them market access through exposure. This finding is in line with the assertions of (Constantinides, 2014) who attributing changing consumer behaviour as central to the rising popularity of social media, such that the popularity of social media has become an instrument for gourmet food truck owners to proliferate their advertising message and gain broader exposure.

"The popularity of food trucks has picked up over the past few years because of social media … it was quite amazing when I looked at the stats on my Facebook page for the business; seeing how the stats had gone up in the first two (2) weeks of the trailer standing outside. People driving past see it and they go and see what it's about (Respondent No. 1).

"Just because everyone is on it" (Respondent No. 3).

"Well there is more of a need to be able to do that now because there are more people looking at social media to make informed decisions as to where they really want to eat and where they really want to go" (Respondent No. 5).

"I think with food trucks it's the best platform because it's what it's all about. People sit on Facebook and sit on Instagram etc." (Respondent No. 6).

"Just because it is the most accessible form of media to most people, the target audience really" (Respondent No. 7).

"Just because it's what is generally used today. It's one of the most important ways to get your brand out there and we definitely used that" (Respondent No. 8).

The broad exposure component is encouraged by the compounding effects of social media. In their investigation of the drivers of the advertising success of Facebook, (Brettel, Reich, Gavilanes, & Flatten, 2015) described the compounding effects of "Likes", as the greatest effect of iteration of digital word of mouth. According to (Brettel, Reich, Gavilanes, & Flatten, 2015) each liked product placement is likely to be viewed by not only the user who liked it but by other users in that user's network as well and subsequently by the users in their networks, thus the compounding effect of social media marketing takes place. (Brettel, Reich, Gavilanes, & Flatten, 2015) findings coincided with those of (Strekalova & Krieger, 2017) and (Kim & Kim, 2018) who found that the design and features of the social media platforms enable the users to communicate information in a manner that grabbed the attention of other users and inspired a conversation to take place among members of a particular social media community, thus creating user generated word-of-mouth (WOM).

5.4 Cost Implications of Using Social Media Marketing

(Zappe, 2010) Stated that since most social media sites are free or have minimal cost the time spent posting status messages, responding to comments and the overall management of the site represents the biggest cost. The cost attributes of social media were mentioned by four respondents as a definite motivation towards their adoption of social media as a marketing tool.

"Yes, it is not expensive and saves us money on marketing" (Respondent No. 1).

"Because it's the cheapest easiest way of sharing information" (Respondent No. 2).

"It's kind of … free" (Respondent No. 3).

"Definitely, I still don't consider using any other platforms or any other ways, purely because of the cost that's involved" (Respondent No. 6).

These findings speak to the assertions made by (Kirtis & Karahan, 2011) postulating that the popularity of social media marketing was brought about by the global economic crisis of 2008, which prompted firms to cut costs and seek more cost effective ways of advertising. This assertion is supported by (Odoom, Anning-Dorson, & Acheampong, 2017), who found that social media provided a relatively low cost option for SMEs to conduct their marketing activities within the limitations of resource constraints.

Table 5.4: Costs associated with Social Media (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"I purchased a domain."	Paid Advertising
2	"The only cost was the time of taking the picture and the time of replying to your customers. … As the business has grown, we've done a little bit more paid advertising."	Time
3	"We paid for advertising from time to time, but I don't think we've done one in a year. I would say that it's free. Any costs are negligible."	Paid Advertising
4	"So, we do have someone who manages the site so we pay that person."	Social Media Manager
5	"Right now, we have a content creator/social media person who we've been training to run the social media."	Social Media Manager
6	"Here and there I did bring in some paid advertising and sponsored advertising."	Paid Advertising
7	"Basically, we haven't done anything really formal, so we post, and we occasionally boost posts by paying extra money."	Paid Advertising
8	"I feel it isn't as expensive as other marketing tools out there. I feel it's a really good way and it's affordable and easy to manage."	Cheap

Three core cost factors that were identified by the respondents, were; time, paid advertising and the cost of a social media manager. Four (4) of the eight (8) respondents identified paid advertising as a cost of using social media. However, this cost was considered negligible and affordable compared to mainstream advertising;

"I purchased a domain" (Respondent No. 1).

"We paid for advertising from time to time" (Respondent No. 3).

"Here and there I did bring in some paid advertising and sponsored advertising" (Respondent No. 6).

"Basically, we haven't done anything really formal, so we post, and we occasionally boost posts by paying extra money" (Respondent No. 7).

Paid advertising is defined by (Gaber & Wright, 2014) as the form of advertising where the advertisers place advertisements that appear on the sides of the profile page of Facebook users or on their Facebook home page. This feature allows users to target only their target market by making advertisements that are targeted by gender, location, age and even interests, thus making the advert more relevant to the user.

The second most common cost identified is the cost of a social media/content manager. This constitutes an additional cost to the business, in the form of wages.

"So, we do have someone that manages the site, so we pay this person" (Respondent No. 4).

"Right now, we have a content creator/social media person that we've been training to run the social media" (Respondent No. 5).

The third most prevalent cost factor identified is 'time'. Most respondents manage their own social media strategy which requires time out of their busy schedule.

"The only cost was the time of taking the picture and the time of replying to your customers" (Respondent No. 2).

This point speaks directly to the assertions of Zappe (2010) (Zappe, 2010) that since most social media sites are free or have minimal cost (cheap), the time spent posting status messages, responding to comments and the overall management of the site represents the biggest cost. However, this is deemed a negligible expense by the respondents, as it is much cheaper than the cost of mainstream advertising;

"I still don't consider using any other platforms or any other ways, purely because of the cost that's involved" (Respondent No. 6).

Four (4) of the eight (8) respondents stated that even though the low cost element of social media is definitely an advantage and a benefit that they enjoy, it is not the only motivator, and some of

the other reasons listed were; the interactive nature of social media and the appropriateness of the medium as a broadcaster of word-of-mouth.

"I would say more the 'likes' than the free-ness" (Respondent No. 3).

"Even though social media has grown in the past couple of years, we still rely mostly on word-of-mouth" (Respondent No. 4).

"For sure, but it's not only the low cost but it's the most appropriate medium" (Respondent No. 7).

"It just happens that it is cheaper so that is great, but it definitely helps in a start-up company to get your brand out there" (Respondent No. 8).

5.5 The Outcomes of Using Social Media

In their investigation of whether one can measure the ROI (Return on Investment) of their social media marketing or not (Hoffman & Fodor, 2010) identified three (3) social media objectives, namely; brand awareness, brand engagement and word-of-mouth.

These objectives were defined individually as follows, (Hoffman & Fodor, 2010):

- **Brand awareness** – in the context of social media when a person (customer) uses an application designed or belonging to a company, the company gains exposure to its brand in a relevant way, because the company curates the content of that application.
- **Brand engagement** – entails developing interactive social media campaigns which involve user generated content (UGC). Such campaigns are believed to generate commitment on the part of the customer, whilst also reinforcing loyalty to the brand.
- **Word-of-mouth** – once the customers have gained awareness of the brand and have engaged with it, they begin to communicate their opinions to other customers. In the context of social media, these opinions can be tracked through the comments that the customers post on their respective social media platforms.

(Kudeshia & Kumar, 2017) Identified a framework that presented a positive causal link between positive eWOM, brand attitude and purchase intention. *(Percy & Rossiter, 1992)* Developed a model that combines *(Hoffman & Fodor, 2010)* brand awareness and *(Kudeshia & Kumar, 2017)* brand attitude. *(Kilger & Romer, 2007)*Investigated the correlation between media and brand

engagement and product purchase. In view of these studies, this research investigated the concept of word-of-mouth and its application as a measure of success and in later sections as a cause for positive purchasing behaviour.

Table 5.5: The measurement of success of the social media strategy (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"I would say I would measure the success mostly by the number of views, because that means somebody out there has seen it and actually took the time to go and find it and click on it."	Number of views
2	"I think the number of views and likes, the overall clicks on the page is the only metric by which to measure it."	Number of views and likes
3	"I know my wife worries about followers and things like that. It's not so much about likes it's about how many followers she gets its about what hash tags and stuff she puts on."	Number of followers, views, and likes
4	"If I have to show somebody how many followers I have they get excited, but we get excited in terms of how many comments we get, the reaction that we get from it."	Number of comments
5	"So, social media is a numbers game, you know from the number of likes, you know the reach, how many people you reach with a particular post."	Number of likes
6	"I have … call it 800 to 1000 followers who do follow us, and they really follow us, and it's proven by them saying, 'we see on Facebook that you're here and we came'."	Number of followers In person feedback
7	"We like to see that the likes are constantly growing but … the way that we know if we are being successful is if we get a lot of calls … a lot of people contacting us through Facebook."	Number of likes Bookings from Facebook
8	"We get you know emails, and customers contact us saying that they saw us on Facebook, and they want a quote, so obviously just by the customer interaction that we get from it."	Bookings from Facebook

The most common form of measurement that the food truck owners used is "Views", "Likes", and "Followers". These metrics speak to the amount of exposure the brand gains through social media, which as per the assertions of (Hoffman & Fodor, 2010) exposure creates brand awareness. This notion was summed up quite accurately and succinctly by five (5) of the respondents who stated the following:

"I would say, I would measure the success mostly by the amount of views, because that means somebody out there has seen it and actually took the time to go find it and click on it" (Respondent No. 1).

"I think the number of views and likes, the overall clicks on the page is the only metric by which to measure it" (Respondent No. 2).

"I know my wife worries about followers and things like that. It's not so much about likes it's about how many followers she gets its about what hash tags and stuff she puts on" (Respondent No. 3).

"So, social media is a numbers game, you know from the number of likes, you know the reach, how many people you reach with a particular post" (Respondent No. 5).

"I have … call it 800 to 1000 followers who do follow us, and they really follow us and it's proven by them saying, "'we see on Facebook that you're here and we came'." (Respondent No. 6).

Another key metric mentioned as a measuring stick is "comments", which speaks to word-of-mouth in the context that the user is communicating his opinions directly to the food truck owner, as well as to the other users on the social media page, as per (Kudeshia & Kumar, 2017). Comments are deemed to be more accurate measures of success because the user would communicate their satisfaction or dissatisfaction with the product.

This was indicated by one of the respondents who stated that:

"If I have to show somebody how many followers I have they get excited, but we get excited in terms of how many comments we get" **(**Respondent No. 4).

The final measure of success indicated by the respondents is actual bookings that emanate from social media. In terms of (Hoffman & Fodor, 2010) this objective would be that off brand engagement whereby the customer goes from brand awareness to brand engagement by requesting the product itself.

As per the (Kudeshia & Kumar, 2017) framework, this indicates a positive brand attitude emanating from positive eWOM, turning into purchasing intention.

This finding was illustrated by two (2) of the respondents who stated that:

"We like to see that the likes are constantly growing, but I think what it is, is the way that we know if we are being successful or not, is that we get a lot of calls; you know we get a lot of people contacting us through Facebook" (Respondent No. 7).

"We get, you know, emails, and customers contact us saying that they saw us on Facebook, and they want a quote, so obviously just by the customer interaction that we get from it" (Respondent No. 8).

5.6 Converting Followers to Customers

Conversion is defined in the context of purchase behaviour as per the (Kudeshia & Kumar, 2017) eWOM framework, which suggest that positive eWOM yields positive brand attitude and purchase intention. This is also affirmed by the (Hoffman & Fodor, 2010) ROI model which correlates word-of-mouth with brand awareness and brand engagement. As such, conversion speaks to the purchase intention and brand engagement aspects of both (Kudeshia & Kumar, 2017), as well as (Hoffman & Fodor, 2010).

Based on their experiences, respondents indicated that their followers converted into paying customers and contributed positively to the growth of the sales of the business. (Paniagua & Sapena, 2014) Indicated that there was a direct correlation between the number of social media followers and the influence of social media on the performance of the firm. In this context, business performance includes financial performance which comprises sales level and growth. This notion was reiterated by (Kumar & Mirchandani, 2012) who indicated that it is more than just the number of followers that increases sales, but it is also the quality of the followers**,** in this context a quality follower is defined as a user who can influence other users, namely; an influencer**.** The eight respondents interviewed said they believed that social media has had a positive contribution to their business's revenue.

The respondents also indicated that social media followers became paying customers. As such, it would make sense that the ability of social media to convert followers to customers would yield increased sales and higher revenue generation. This finding correlates with the findings of (Rodriguez, Peterson, & Krishnan, 2012) who stated that using social media increases a sales organization's relationship sales performance. One respondent indicated that even though they believed that social media followers became customers he did not believe that social media had

increased his revenue, the sentiment being that customers become followers and the business grows organically. However, the resounding sentiment from the sample is that social media has contributed positively to the business's revenue.

Table 5.6: The conversion of followers into paying customers and its impact on revenue growth and profitability (Researcher's own)

Respondent No.	Quotes Pertaining to Conversion	Quotes Pertaining to Revenue	Quotes Pertaining to Profit	Preliminary Code
1	"I would say that on a scale of 1 to 10, that 4 of those people will contact you. Not now but they would know about you and when they want seafood they will contact you for it."	"Maybe in the beginning. But after that it is your product that sells your brand."	"No. initially it was basically just to get the name out there and for people to know."	Positive relationship to conversion
2	"I think they do. We have some people who reach out to us via instant message through Facebook or directly through Instagram through a direct message … I think the percentage of people on social media who turn into sales is pretty good given the cost that we put into it."	"Yah, definitely."	"Sure, I mean if the revenue grows then profits ultimately grow."	Positive relationship to conversion
3	"I think maybe it works the opposite way; you are saying followers turn into paying customers I find that customers turn into followers. I think that's a more accurate way of looking at it."	"Absolutely, definitely."	"Yes, absolutely its free service to get what we do out there on some kind of online personality I guess."	Positive relationship to conversion
4	"Yes, I think the majority of the followers we have, have experienced us, or want to experience us."	"No."	"No, I think it's a tool (social media) it is definitely a tool where you are able to showcase what you have to showcase."	Positive relationship to conversion
5	"I'd say out of a hundred percent (100%), that ninety percent (90%) would and ten percent (10%) are just followers you know."	"Yes."	"So, the question of profitability is always about how you do your costing right …?"	Positive relationship to conversion
6	"Definitely yes, over the past six (6) years I have so many loyal regulars that would for example go to the Southdown's market and they'll see me at Irene and they'll see me at the world run that I was doing so they'll come there for that reason. Rand show I had someone that said, "We actually just came for the waffles and I said, "Wow really, really, really and they said, "Yes", and I said, "Okay", so I believe them I hope so."	"Yes definitely."	"Definitely because a very important factor there to abbreviate would be for the fact that I would pay for an advert that I would run in the morning I drop the pin in Sandton and believe it or not, maybe by the grace of God that day I would get four (4) emails from Sandton area."	Positive relationship to conversion
7	"Oh definitely, most definitely absolutely."	"Yes definitely."	"Yah of course."	Positive relationship to conversion
8	"No doubt, it's like I said when customers interact with us that's how we get new customers."	"No doubt."	"It is the best, best way of getting out there and it's certainly profitable."	Positive relationship to conversion

(Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016) Stated that the utilization of social media can drive sales-related outcomes, and that those customers who are committed to the company through social media are more profitable than those who are not. Among others, (Rishika, Kumar, & Janakiraman, 2013) opined that customers who participate in a firm's social media contribute more towards the firm's profits than those who do not participate. As such, the implication is that firms not only promote products through social media but that they can also use social media to increase the purchase of high margin products, in order to increase profitability.

Five (5) of the eight (8) respondents interviewed believed that social media contributed positively to the profits of the business. Some of the reasons cited for this notion were that social media is free, as it does not have additional costs attributing to it, while still fulfilling the role of promoting the brand. Other reasons stated were that the location was identified via social media, which comprised an additional benefit of broadcasting their location to their followers thus encouraging the followers to track the location of the truck.

One (1) of the eight (8) respondents was rather tentative about the effects of social media on the business's profitability, citing the fact that profitability is a factor of costing:

> "So, the question of profitability is always about how you do your costing right …?" (Respondent No. 5).

A big factor for Respondent No. 5 to consider was the additional cost of a social media manager that they had to factor into their costs:

> "So, I mean look, the margin on food it is not extremely high so essentially we've got to sell more to be able to pay the salary of the social media person" (Respondent No. 5).

The benefits of social media on profit are diminished by the additional cost incurred by the business as a result of the additional cost of employing a social media manager.

5.7 The Challenges of social media marketing

The study sought to uncover the lived experiences of food truck owners and the challenges that they face when using social media. The literature pertaining to the challenges of social media mostly focuses on the impact of social media on adolescents and teenagers. (O'Keefe & Clarke-

Pearson, 2011) Have stated that the biggest risks facing preadolescents and adolescents online today are risks from each other, which includes risks of improper use of technology, lack of privacy, sharing too much information, or posting false information about themselves or others. (Marwick & Boyd, 2014) Also stated that it is difficult for teenagers to effectively navigate and manage the control of information flow; which creates a problem of privacy infringement. This research paper seeks to determine which challenges are faced by gourmet food truck owners in their experiences of using social media.

Table 5.7: Challenges faced by SMEs from using social media (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"The privacy issues. Because with all the privacy "settings" on Facebook you've got to set up your own profile and a lot of people are wary of that. So, whoever is running that page, your profile becomes public. That is a bit of a deterrent to a certain degree, which I had to make peace with, so I post a lot less of my personal stuff than I used to solely because of having to run the food truck."	Privacy
2	"Time more than anything else, at some point if you are managing it yourself, just getting the right content sometimes holds you back you don't post as often as you should."	Time
3	"We had some guy at some stage think that the business was something else."	Misidentify (Negativity)
4	"Look we don't buy into negativity you know what I mean, but even when we receive it, we don't buy into that because we know what we're doing and the quality that we do."	Negativity
5	"I think the main challenge is having new content on a continual basis."	New content
6	"You know what the only challenge I have is to keep up with Social Media you know."	New content
7	"I think it's time actually."	Time
8	"I happen to have studied marketing, so I do have a knack for it, I haven't come across any challenges as yet. It has just been beneficial for us and positive."	Nothing

The respondents spoke of a variety of issues, including concerns over privacy, stemming from the requirement to register as a user of a social media network, to access the content of other users. Another issue that typically comes up on the topic of social media is cyber bullying, which is defined by (O'Keefe & Clarke-Pearson, 2011) as deliberately using false, embarrassing or hostile information about another user, be it a person or brand. It is said to be the most common online risk for all teens and is a peer to peer risk. One of the respondents alluded to the aspect of "hostile information".

Another respondent mentioned an instance where they were misidentified by a user in another country; the assumption being that their food truck had a similar name to another food business in that country. As such, the customer confused their food truck business with its namesake in their country and gave it a low rating. We coded this as "Negativity". Which falls as one of the three most commonly mentioned challenges that includes "time", "content management", and "negativity".

Two (2) respondents mentioned "time" as a big challenge for them which speaks to the constraints raised by (Thompson, 2002) who stated that time is a scarce resource for entrepreneurs. The second most common challenge raised was "new content" and "maintaining a presence on social media", where the challenge was having interesting content to post that would keep the interest of existing followers while simultaneously attracting new ones.

(Kaplan & Haenlein, 2011) Defined content communities as the sharing of media content between users. Content communities also enable viral marketing which is also referred to as word of mouth or buzz marketing. A fundamental component of viral marketing is "providing tools to make it easier to share information". (Thackeray, Neiger, Hanson, & McKenzie, 2008). However, the ability to create content that mobilizes users to spread and share it does present a challenge to some of the respondents. Even though the responses varied among responses the two (2) that stood out were "Time" and "Content" management.

5.8 Recommendation of Social Media as a Marketing Tool

Part of the research investigated, based on their lived experiences, whether respondents would recommend the use of social media as a marketing tool. This sought to establish whether the sharing ability of social media was applicable to the originator of the content, as to whether the

originators spread word of mouth or not about social media as they would expect their followers to do.

Table 5.8: Would you recommend social media as a marketing tool? (Researcher's own)

Respondent No.	Quotes and Key Points	Preliminary Code
1	"As a start-up tool yes. I don't think it's something that you need ongoing."	Yes As a start-up tool
2	"Yah definitely because of the cost implications and the ease of spreading the word."	Yes Cost and Ease of use
3	"Yes, but not solely… yes use it because of how free it is but I don't believe if you want your business to have a real professional feel to it, Facebook, Instagram I don't think it sets you apart."	Yes because of the cost factor Along with an official website
4	"It's a two way thing you know. Yes, I would in every way. We can maximize what social media can do for the business without a doubt, but the thing is social media does put out a false image of who you are, things are not as real as it is."	Yes Avoid falseness
5	"Absolutely, actually if you're not on social media right now then your business is going to die."	Yes Relevance
6	"Definitely, I would say definitely but you have to obviously do it to a further extent. You have to get paid advertising involved and try and further it more than just a normal post and the people that you have."	Yes Along with paid advertising
7	"Yes, most definitely. Because it is probably the most cost effective way to reach a wide target market."	Yes Cost
8	"Everyone is on Facebook and on social media. It is the best way to get your platform across to the world and connect with customers and new customers. I definitely recommend it and I will continue using it and making my business even more of a success."	Yes Relevance

The coding of this section was based on the management and organization of social media as discussed in Chapter 3 where the management and the organization of social media was investigated on the basis of the RAP model (Rational Actor Thinking), which was defined as the

reasons why communicators select a particular channel, (Bowman & Claus, 2012). (Bowman & Claus, 2012) under the RAP model defined the reasons for which communicators select a channel as (1) time spent and (2) monetary costs, as well as (3) cognitive cost of technology, which is defined as the amount of mental resources that a particular channel requires, which speaks to the expertise that a particular channel demands, in order to be utilized effectively.

The most common reason raised by food truck owners for using social media was monetary cost, three of the eight respondents mentioned the cost of social media as a key motivator as to why they would recommend it. One (1) of the eight (8) respondents stated that their primary reason for recommending social media was the cognitive requirements of social media which was defined as low because of the ease of use of social media:

Another key reason mentioned by the respondents is relevance, and that falls outside of the RAP model as presented by (Bowman & Claus, 2012). Two (2) of the eight (8) respondents mentioned relevance as a key benefit of using social media, by stating the following. Four (4) of the eight (8) respondents mentioned a caveat pertaining to their recommendation of social media as a marketing tool, with most of them stating that social media should be used in conjunction with other forms of promotion such as an official website, paid for advertising, the production of good products and offering great services to the market. A key motivator that emanates from this investigation is the 'cost factor', which is driven by the low cost nature of social media. This indicates that one of the three components of the RAP model as defined by (Bowman & Claus, 2012) namely monetary cost, is more prevalent in the results than the others, namely; time spent, and cognitive cost.

5.9 Conclusion

The analysis of the data was based on identifying commonalities in the responses received from the sample and creating a connection between these responses by creating codes that correspond to similar responses. The themes emanated from the questions that were asked in the interview guide, which, in turn, were juxtaposed against the themes that were identified in the literature review. Typically, following the analysis of the data, a thematic causal map would be presented however we opted to present a causal map in the next chapter, where a discussion of the results will be presented. This is intended to enable a more in-depth discussion, in order to give context to the causal map, which will then lead to the final conceptual framework.

6. Chapter Six– Discussion

6.1 Introduction

This chapter discusses the data collected and analysed in chapter five. This discussion is conducted using the literature review, to identify the themes and then matching those themes with the responses that were received. The literature review validated the findings of this study in certain instances, while also identifying disparities between the literature and the findings.

6.2 Reasons for Starting a Food Truck Business

The study explored the reasons that motivated the respondents to start their food truck businesses. The intention was to determine whether their reasons were consistent with the literature review as it pertains to the origins of the gourmet food truck movement in the United States; which stated that the food truck phenomenon was brought about by the 2008 recession, as stated by (Wessel, 2012), (Gelt, 2009) and (Ibrahim, 2011).

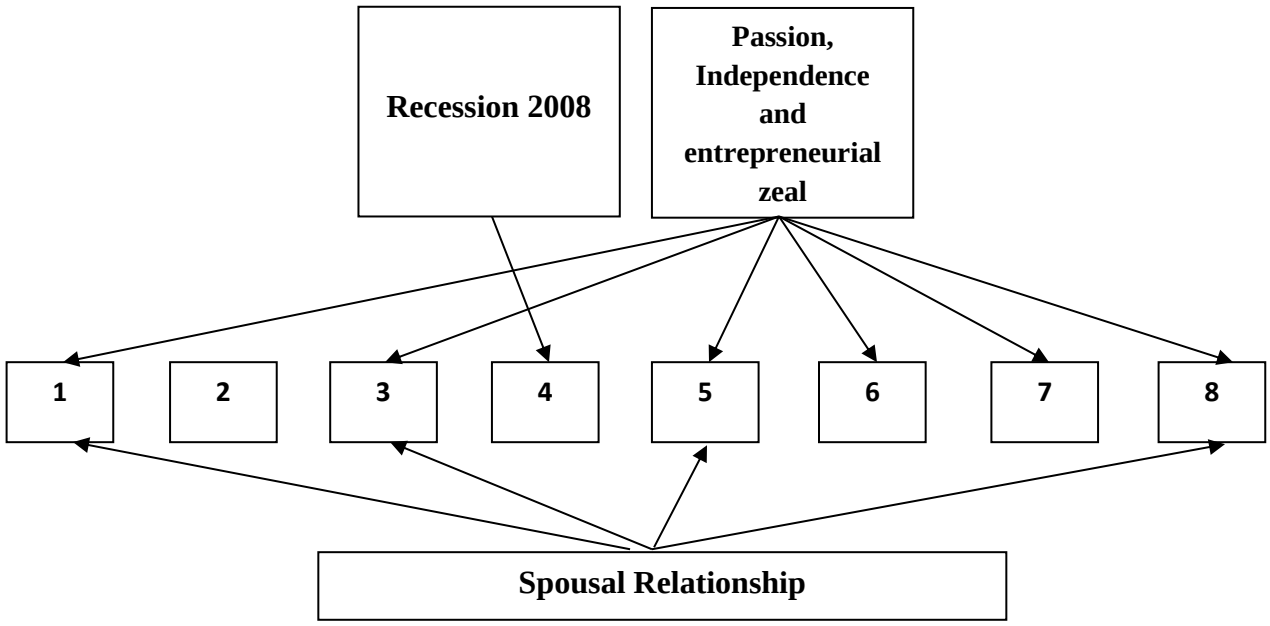


Figure 6.1: Researcher's Causal Map of Reasons for Starting a Gourmet Food Truck Business

The findings indicated that only one (1) out of the eight (8) respondents were motivated by the recession of 2008 to start his food truck business. The respondent was a former sous-chef who was demoted during the 2008 recession and consequently decided to start his own food truck business.

This scenario is in line with the assertions made by (Shouse, 2011) who stated that food trucks emanated out of the late 2000s at the start of the economic recession when chefs were unable to maintain their brick-and-mortar restaurants.

This assertion was further reiterated by (Hawk, van den Eijnden, Van Lissa, & Bogt, 2019) when he stated that the emergence of gourmet food trucks was an economic event, motivated by the recession of the late 2000s, which created the ideal circumstances for young entrepreneurs to launch local gourmet food truck operations; due to the, lack of the necessary financial backing to open their own restaurants.

However, several other themes that are separate from the concept of the economic recession of 2008 emanated from the respondents and these included; the desire to be independent and a zeal for business. Of the seven (7) remaining respondents, two (2) were chefs employed in a formal brick and mortar restaurant establishment, while the remaining five (5) were employed in the corporate environment but had a passion for food. From these responses the researcher identified two (2) themes that stood out: (1) Passion, and (2) Independence.

- ***Passion***

According to (Cardon, Wincent, Singh, & Drnovsek, 2009) in entrepreneurship literature 'Passion' is defined as a conscious feeling that is intense and positive in nature, which emanates from engagement in activities that have salient meaning for the entrepreneur and with which the entrepreneur can identify. From this definition (Thorgen, Nordstrom, & Wincent, 2014) designed a framework which sought to understand passion as a motive behind hybrid entrepreneurship, and their framework involved two factors, namely; (1) the age at the start of the business, and (2) the time devoted to the business.

The findings indicated that the respondents were of an 'age' whereby they had formerly been employed either in the food industry or the corporate world and had earned expertise and experience in food and business. As such, they had the resources and expertise necessary to start their businesses and manage it.

The study also found that the 'time' factor has to be accommodated in the food truck business, as the business is only operational on occasion or during a specified period as such, it demands

effective management of the owners' time. These findings are in line with the assertions made by (Thorgen, Nordstrom, & Wincent, 2014) who stated that the concept of 'age and time' impact 'passion', on the basis that an entrepreneur who is older would have had more time to gather the necessary resources and expertise to start the venture. Consequently, they would have a higher probability of success and would feel more positive about the risks they have taken and the time that they would have to devote to the business, while still maintaining the quality of their personal lives.

"My husband is an exec-chef … So, this was his little protégé that he created into something which, like he says, to look after us in the older days" (Respondent No. 1).

"We just saw a gap in the market. It was a hobby business that we were doing as a side hustle. We saw an opportunity to take it more seriously and get involved full time" (Respondent No. 2).

"I thought to myself that I had gained the experience at that time, I was passionate about what I was doing, and I was passionate about business, so that's basically why I started my own business" (Respondent No. 4).

"We wanted to employ ourselves, we always have, and because we were young, we took the opportunity and sold the cars and sold everything that we had at the time and we started the business. Plus, we hated working for bosses" (Respondent No. 8).

- ***Independence***

(Foley, Baird, Cooper, & Williamson, 2018) Cited the concept of independence as it pertains to entrepreneurship. In their definition, independence was described as the ability to control the timing, location, and nature of one's work. They went on further to say that those individuals who seek autonomy over their lives would start their own businesses with the objective to achieve the goal of autonomy. The research found that the concept of autonomy was a recurring theme among the respondents who sought to achieve self-accountability by starting their own businesses. These findings are in line with the findings of (Tanveer, Zafar, Shafique, Jhangir, & Rizvi, 2013) who found that autonomy was a key motivational factor for student entrepreneurship. Another study conducted by (Thamahane & Chetty, 2017) drew a correlation between independence and job satisfaction, as key motivators of entrepreneurship.

"It was a hobby business that we were doing as a side hustle. We saw an opportunity to take it more seriously and get involved full time" (Respondent No. 2).

"Fire and Ice hotel in 2009 and it was recession time and I got demoted, even though I had just got promoted as a sous chef, and a lot of people felt like you know, why don't you just start your own thing and I thought to myself that I had gained the experience at that time I was passionate about what I was doing and I was passionate about business, so that's basically why I started my own business" (Respondent No. 4).

"To sum it up quite simple and easy in today's lifestyle and today's world the best way to look after yourself is to be self-employed" (Respondent No. 6).

"I was in the IT industry for forty (40) years around the world and I'd had enough and wanted to ... kind of retire I suppose, but obviously needed to do something still and I always had a sort of passion for food so I decided to do something in the food industry" (Respondent No. 7).

"We wanted to work for ourselves, we always have … plus we hated working for bosses" (Respondent No. 8).

- ***Spouses in business***

Another interesting theme that emanated from the responses we received was that the food truck business was a joint venture effort between husband and wife. Four of the eight respondents were spouses who started their businesses together. According to (Dolinsky & Caputo, 2003) operating a small business creates more strain within a couple context than other types of employment does. This is attributed to the strenuous requirement from both partners for resources in terms of energy, time and money as per (Danes, Haberman, & McTavish, 2005). However, a study by (Matzek, Gudmunson, & Danes, 2010) found that the couple relationship was sustained by their dedication to the business in cases where spousal capital was high. Spousal capital is defined as the agreement between partners to assume greater child-care responsibility than a single entrepreneur, in order for the entrepreneur to dedicate more time to the business. The notion of spousal capital is reinforced by the survival of the business which is dependent on how long it has been in business.

"My husband is an exec-chef … So, this was his little protégé that he created into something which, like he says, is to look after us in the older days" (Respondent No. 1).

"My wife is actually a well-known chef in South Africa … so I designed the trailer to be a satellite kitchen that doubled as a food truck" (Respondent No. 3).

"So, my wife and I were in the Ultimate Braai Master TV show, so after that we actually opened up the business" (Respondent No. 5).

"We wanted to employ the selves (my husband and I), we always have, and because we were young, we took the opportunity and sold the cars and sold everything that we had at the time and we started the business. Plus, we hated working for bosses" (Respondent No. 8).

Findings have revealed that there is consistency in the assertions that the recession of 2008 was a motivator for starting the food truck business as indicated by (Shouse, 2011) and (Hawk, van den Eijnden, Van Lissa, & Bogt, 2019),

However, there were other far more widespread reasons that we found in the context of the Gauteng food truck industry, which included; a passion for food and business, as well as a desire for independence and autonomy. Seven (7) of the respondents identified these variables as their primary motivation for starting their respective food truck businesses.

It was found in the literature, particularly from studies conducted by (Thorgen, Nordstrom, & Wincent, 2014), that passion for entrepreneurship emanated from the concept of age and time; where age means that the more experienced the person is the more likely they are to develop a passion for their business and time is denoted by the freedom to utilise time as desired.

This assertion was found to be relevant in this study, as all of the respondents were previously formerly employed in either the food sector or the corporate world, and as such, they had both the financial resources at their disposal, as well as the expertise to start and run a business.

The concept of time manifested itself in the form of a desire for independence, which was a theme that we were able to identify in the responses. Some of the respondents sought their own independence out of necessity, as was the case with Respondent No. 4, who had been demoted at work during the recession, and others sought independence, purely as a result of preference, as was the case of Respondent No. 8 who wanted to work for themselves.

A third trend that was picked up inadvertently, was the partnership between spouses. (Dolinsky & Caputo, 2003) Identified this as a key variable for entrepreneurs. This variable manifested itself in this study amongst four out of the eight respondents which indicated that this was a prevalent trend within the South African food truck industry.

Based on the findings, an assertion can be made that even though the recession of 2008 was a motivator for some food truck owners, more prevalent motivators were a passion for food and business, as well as the pursuit of independence.

6.3 Business Survival

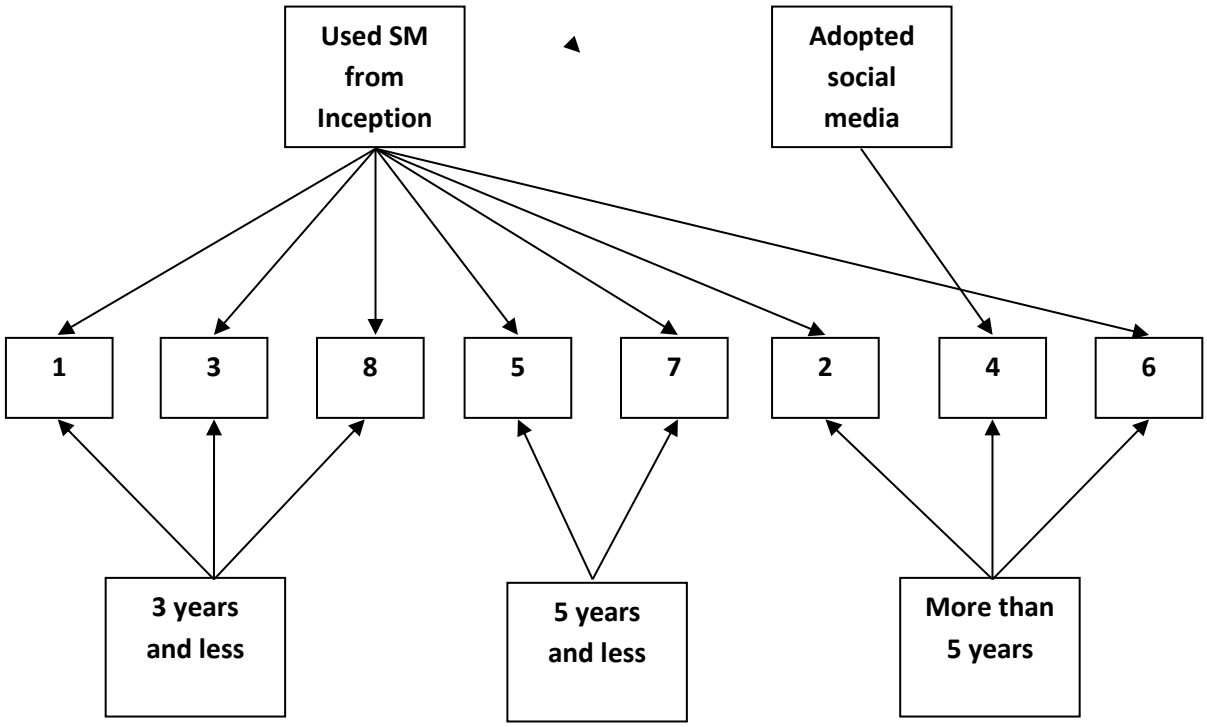


Figure 6.2: Researcher's Causal Map for the Duration of the Gourmet Food Truck Business

The study sought to determine the survival of the businesses, to ascertain if the survival rate was any higher than the average SME survival rate in South Africa. (Rahman, Yaacob, & Radzi, 2016) found that a relationship exists between social media and the improved survival rate of an SME, their findings stemmed from their own research, but were also supported by studies conducted by (Jagongo & Kinyua, 2013), who found that SMEs use social media for a variety of reasons including; (1) customer relationship management, (2) selling products, (3) accessing new markets,

and (4) collecting customer data. Their findings indicated that these SMEs were able to access new markets, price better and respond to customer queries and complaints efficiently and at a lower cost, as the communication between customer and the business was improved.

In order to determine whether social media usage has had a positive impact on the survival of the businesses in the sample, a comparison was drawn between the number of years that these businesses have been operating against the assertions of (Landzani & Van Vuuren, 2002) who stated that it was estimated that fifty percent (50%) of all start-ups failed in their first year and seventy-five (75) to eighty percent (80%) within the first three (3) to five (5) years. Therefore, the study sought to ascertain how long the respondents had been operating their businesses. The findings showed that three (3) of the respondents had been operating their businesses for three (3) years or less, two (2) had been operating for five (5) years or less and three (3) had been operating for more than five (5) years. It was apparent from these figures that the survival rate of businesses in the sample fell outside the fifty percent (50%) that fails within the first year, as well as the seventy-five (75) to eighty-five percent (85%) that fail within the first three (3) to five (5) years.

"The first event we did was March 2017 and it was Pixies on the lawn at Carnival City" (Respondent No. 1).

"We bought the food truck in 2016" (Respondent No. 3).

"Almost three (3) years now" (Respondent No. 8).

"Since 2014" (Respondent No. 5).

"We launched in November 2014" (Respondent No. 8).

"Eight (8) years now" (Respondent No. 2).

"The first day of operating was in 2012 so in all its seven (7) years' operating" (Respondent No. 4).

"Going into six (6) years now" (Respondent No. 6).

It was also interesting to find that seven (7) out of the eight (8) respondents had been using social media from the inception of their business and one (1) had adopted social media two (2) years into

their operation and had been using social media ever since. These findings seem to affirm the findings made by (Jagongo & Kinyua, 2013) as well as (Turner & Endres, 2017) that those SMEs who used social media tend to have a longer survival rate than those who don't. The assertions made by (Jagongo & Kinyua, 2013) pertaining to the SMEs that use social media having better access to new markets, pricing better and having lower costs of communication are discussed below.

6.4 Reasons for Using Social Media

The study enquired as to the reasons the food truck owners gave for choosing social media as a marketing tool. (Jagongo & Kinyua, 2013) Found that the desire to access new markets was one of the main reasons for using social media stated by SMEs. They found that SMEs who used social media were able to acquire customers outside of their zones of operation. This was affirmed by (Turner & Endres, 2017) who found that coffee shops used social media to leverage word of mouth as a form of marketing and advertising for their businesses. (Griffith-Jones & Cozzi, 2016) found that the most prevalent constraints faced by SMEs included; lack of access to funding, and limited access to markets, which is defined as customers and distribution channels. This finding was reiterated by (Makina, Fanta, Mutsonziwa, Khumalo, & Maposa, 2015) who stated that as a result of financial constraints, SMEs struggle to survive, as they do not have the marketing budget they need to finance their advertising requirements, in order to promote their business to their desired customer base and generate sales.

These findings were established in this research as well. Six (6) of the eight (8) respondents cited market access as the primary reason for choosing social media. As indicated by (Jagongo & Kinyua, 2013), (Turner & Endres, 2017), the six (6) respondents cited the popularity of social media as a way for them to reach their market and engage with them directly.

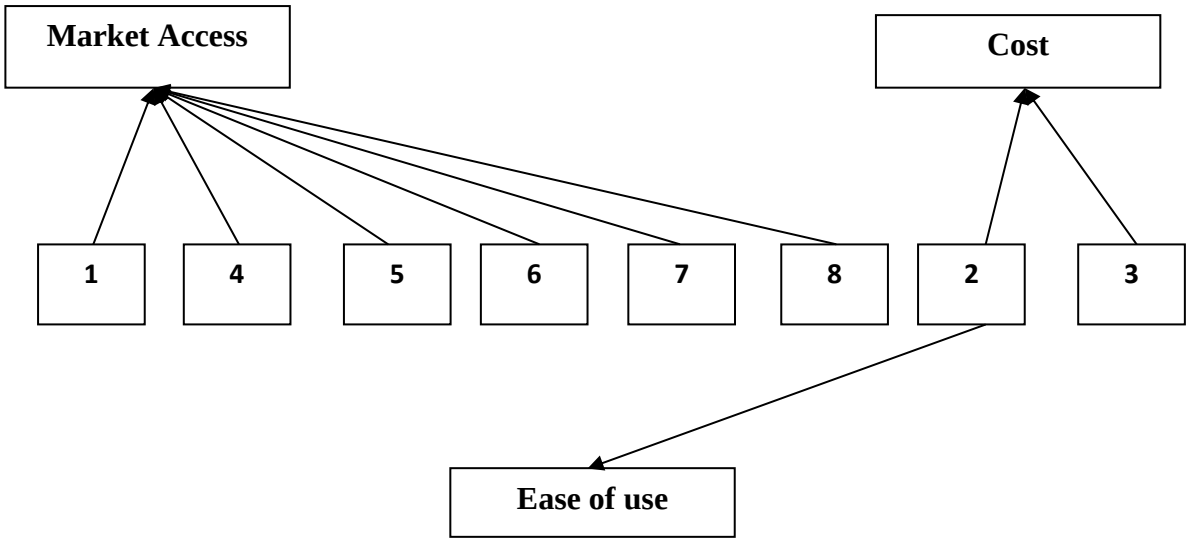


Figure 6.4: Researcher's Causal Map of Reasons for Using Social Media

"The popularity of food trucks has picked up over the past few years because of social media" (Respondent No. 1).

"Because it's the cheapest easiest way of sharing information" (Respondent No. 2).

"Just because everyone is on it, it's kind of … free" (Respondent No. 3).

"We are a street food company, so we depend mainly on international trends" (Respondent No. 4).

"Well there is more of a need to be able to do that now because there are more people looking at social media to make informed decisions as to where they really want to eat and where they really want to go to" (Respondent No. 5).

"I think with food trucks it's the best platform because it's what it's all about. People sit on Facebook and sit on Instagram etc. For that reason you know you're not going to sit on Facebook if you're looking to sell a car really or finding a bolt or a nut, but food trucks it makes sense" (Respondent No. 6).

"Just because it is the most accessible form of media to most people, the target audience really, and also because that's where we found the event and on, I mean there was already a sort of event industry that was already active on Facebook and twitter I suppose" (Respondent No. 7).

Another prevalent reason cited by the respondents, as well as in the literature is cost. However, only two (2) of the respondents cited cost as a primary motivator for using social media marketing. Both market access and cost are discussed further below.

6.5 Cost Implication of Using Social Media

(Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015) Found that cost effectiveness was a significant factor that persuaded organizations to adopt social media. This is said to be prompted by the limited financial resources at the disposal of SMEs. As such, they can reach many customers through Facebook promotions and campaigns. In the light of this finding as well as citations from other literature including (Constantinides, 2014), the research sought to uncover the costs that are involved in the use of social media, as per the lived experience of the gourmet food truck owners.

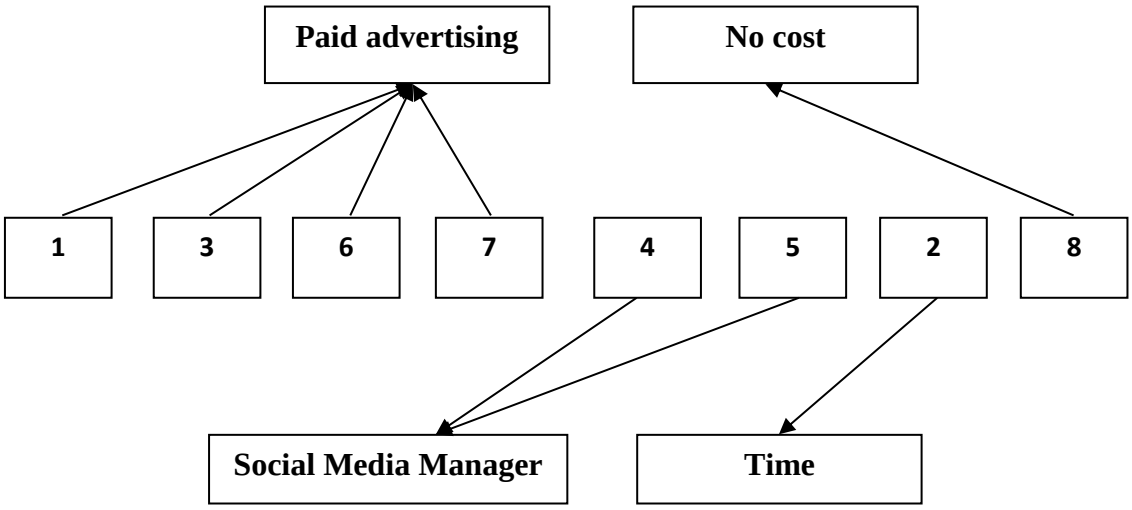


Figure 6.5: Researcher's Causal Map of the Cost Implications of Using Social Media

The consensus amongst the respondents was that social media was very cheap and barely cost them anything at all. The costs associated with social media were deemed to be negligible; however, the trend of the most prevalent costs were mentioned, including; (1) Time, (2) Social media manager, employment and (3) Paid advertising.

Of the eight (8) respondents one (1) mentioned 'time' as the only cost they could associate with their use of social media. They stated that the time it takes to post content and reply to comments and direct messages was the cost implication of their use of social media. (Gilmore, Gallagher, & Henry, 2007) Found that limited time was a major constraint to SMEs adoption of the internet and

e-marketing, with six (6) out of ten (10) SMEs stating that time constraints were an inhibiting factor to using e-marketing. The concept of time as an inhibitor of technology adoption was also cited by (Simpson & Docherty, 2004), who stated that SMEs acknowledged that usage of the valuable resource of time was a barrier to the adoption of telecommunication and electronic-commerce.

Based on these findings, it was noted with an element of surprise that only one of the respondents mentioned time as a notable cost to using social media. (Vasquez & Escamilla, 2014) Indicated two tendencies among entrepreneurs who adopted digital marketing pertaining to the management of their social networks, and these tendencies are that some companies manage their social networks in house while others hire an outside agency. These tendencies are also explored by (Cotton, et al., 2016) who found that due to the personal nature of social media, it requires that the user be personally involved in the creation of content and its curation through social media.

For those companies who manage their social network in house the owner of the company takes over those responsibilities while others appoint a Community Manager or Social Media Manager. These findings correlate with those of this study as two (2) of the eight (8) respondents in the sample indicated that a social media manager is the most prevalent cost that they have with social media. Having a social media manager means that a salary or wage must be paid to this individual, which entails a significant cost for the SME.

"So, we do have someone that manages our site, so we pay this person" (Respondent No. 4).

"Right now, we have a content creator/social media person that we've been training to run our social media" (Respondent No. 5).

The most prevalent cost stated by the respondents is "paid advertising" as four (4) out of the eight (8) respondents named 'paid advertising' as a cost that they have incurred using social media. Paid advertising is defined by (Hanna, Rohm, & Crittenden, 2011) as that promotional communication that is bought by the marketer. (Malthouse, Haenlein, Skiera, Wege, & Zhang, 2013) Stated that paid advertising is found to be less effective than consumer generated content as it is perceived to be less authentic than the electronic word of mouth (e-WOM). This sentiment is shared by the respondents who stated that paid advertising was used sparingly as it was deemed to be unnecessary on an ongoing basis.

"I purchased a domain. I must say that it didn't really push up anything" (Respondent No. 1).

"Paid advertising from time to time, but I don't think we've done one in a year" (Respondent No. 3).

"Here and there I did bring in some paid advertising and sponsored advertising" (Respondent No. 6).

"Basically, we haven't done anything really formal, so we occasionally boost posts by paying extra money" (Respondent No. 7).

The findings indicated that paid advertising is the most prevalent cost to social media marketing. However, this cost is utilized sparingly and only occasionally. As such, it is not deemed a major consideration or a deterrent to using social media as a marketing tool. A significant cost associated with social media marketing is the hiring of a content or social media manager, as this increases the head count and brings about the necessity to pay a salary.

6.6 The Cost Factor as a Motivator of Social Media

The study sought to uncover whether the limited cost of social media was key to the decision or not made by our respondents to use social media as a marketing tool. Having identified the costs associated with social media, the enquiry was followed up with an investigation on how these costs influenced our respondents' decision to use social media. The aim of this enquiry was to test the assertions found in literature that numerous studies have quoted the cost effectiveness of social media as key to its adoption by SMEs. (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015) Among others, found that cost effectiveness was a significant factor that persuaded organizations to adopt social media. Three (3) of the respondents stated that the cost of social media was certainly a key factor that motivated them to select social media as a marketing tool.

", I still don't consider using any other platforms or any other ways, purely because of the costs involved" (Respondent No. 6).

"Yes, it is not expensive, and it saves us money on marketing" (Respondent No. 1).

Despite the cost factor being a major motivator to using social media among three (3) of the eight (8) respondents, the majority acknowledged cost as a definite advantage, but certainly not the only

advantage. Four (4) of the eight (8) respondents indicated that cost was a motivator, but they also mentioned other factors that influenced their decision. A common factor mentioned was the ability of social media to spread word of mouth through "likes", "comments" and "mentions".

"I would say more the likes than the freeness" (Respondent No. 3).

"We still rely on word of mouth" (Respondent No. 4).

"It's the most appropriate media" (Respondent No. 7).

"It's cheaper, so that is great, but it definitely helps in a start-up company to get your brand out there" (Respondent No. 8).

The assertion made by the respondents as to the ability of social media to spread electronic word of mouth (eWOM) is supported by the findings of Erkan and Evans (2016) (Erkan & Evans, 2016) who found that eWOM circulates among friends and acquaintances on social media; therefore, the information received is often deemed to be far more credible than the information received from mainstream media advertising. The findings made by (Daugherty & Hoffman, 2014) indicated that consumer attention is captured far more acutely through electronic word of mouth; based on the source from which the information emanates. Based on these findings, the study asserts that cost is indeed a motivator for social media use by SMEs. However, it is certainly not the only motivator, as in more prevalent cases in this study the ability to reach markets is deemed to be a greater advantage than the affordability of the platform.

6.7 Social Media Marketing Measures of Success

(Romero, 2011) Has stated that ROI is said to define the direct costs and revenues involved in every transaction. Therefore, (Hoffman & Fodor, 2010) indicated that even though sales, cost efficiencies, product development and market research tend to be the most prevalent measures of success for marketers, the ROI of a social media strategy must emphasize the objectives that take advantage of the distinct characteristics of social media.

As per (Hoffman & Fodor, 2010) these objectives are listed as awareness, engagement and word of mouth, as well as the likelihood of future purchases by the customer. The study investigated the reasons and the metrics that are used by our respondents to determine the success of their social media strategies.

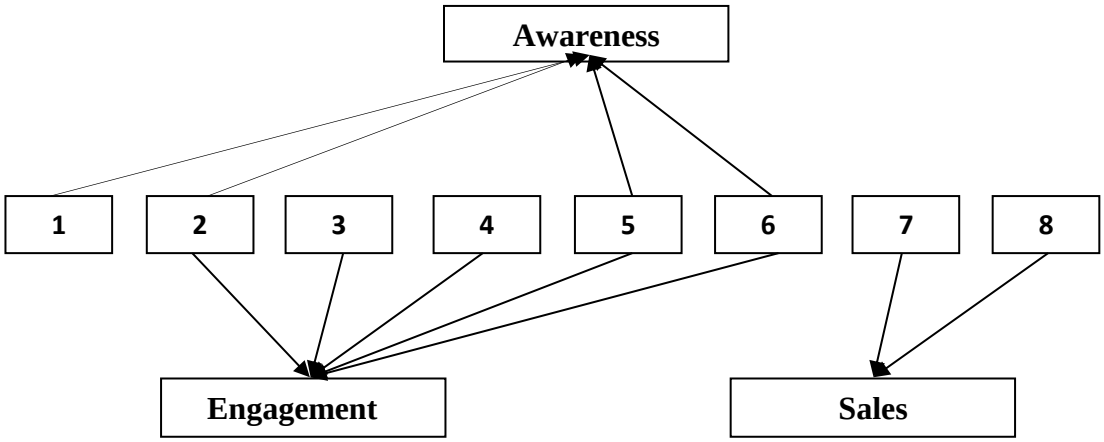


Figure 6.6: Researcher's Causal Map for Social Media Marketing Measures of Success

Based on the findings, the most prominent measures of the success of social media marketing are awareness and engagement, as four (4) of the respondents cited awareness as a key measure of success and five (5) cited engagement. In a practical, sense the food truck owners used the number of followers to determine the reach and awareness of their social media strategy and they used likes and comments as a measure of engagement. These findings are in line with the assertions of (Paniagua & Sapena, 2014) who indicated that there is a direct correlation between the number of social media followers and the influence of social media on the performance of the firm.

In this context business performance includes financial performance which comprises sales revenue and growth. This is also supported by the framework developed by (Kudeshia & Kumar, 2017) which defined the relationship between electronic word of mouth (eWOM), brand attitude and purchase intention. The notions of this framework was also corroborated by (Langaro, Rita, & de Fatima Salgueiro, 2018) as well as (Kim & Kim, 2018) who defined brand attitude as the awareness of the brand and having a favourable image of it and brand engagement was defined as the interaction between the brand and the intention to make a purchase.

This study found that social media awareness and engagement is a more dominant measure of success among the respondents, which indicates that the food truck owners consider "likes" and "comments" as an indication of success, regarding their social media strategy. Using "followers", "Likes" and "Comments" as an indication of brand engagement in social media is in line with the findings in the literature including: (Quercia, Lambiotte, Stillwell, Kosinski, & Crowcroft, 2012) who defined all users with social contacts in the range of five hundred to one thousand (500 to 1000) as social hubs and stated that marketing agencies consider the quality of the social

community around the brand, as defined by the number of social hubs, as a measure of brand awareness. (Bakhshi, Shamma, & Gilbert, 2014) who when using Instagram to answer their research question "do photos with faces differ in online engagement compared to photos without them?" identified two (2) social aspects of engagement namely; the number of likes and the number of comments.

"I would say I would measure the success mostly by the number of views, because that means somebody out there has seen it and actually took the time to go find it and click on it" (Respondent No. 1).

"I think the number of views and likes, the overall clicks on the page is the only metric by which to measure it" (Respondent No. 2).

"I know my wife worries about followers and things like that. It's not so much about likes it's about how many followers she gets its about what hash tags and stuff she puts on" (Respondent No. 3).

"If I have to show somebody how many followers I have they get excited, but we get excited in terms of how many comments we get, the reaction that we get from it" (Respondent No. 4).

"So social media is a numbers game, you know from the number of likes, you know the reach, how many people you reach with a particular post" (Respondent No. 5).

"I have … call it 800 to 1000 followers that do follow us and they really follow us and it's proven by them saying, 'We see on Facebook that you're here and we came'." (Respondent No. 6).

Only two (2) of the respondents indicated that their metric of success is actual bookings that emanate from social media via Facebook bookings; which is in line with the findings of (Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016) who stated that social media has a positive impact on a consumer's purchasing behaviour, as well as the findings of (Grant & Stephen, 2006).

"The way that we know if we are being successful is if we get a lot of calls … a lot of people contacting us through Facebook" (Respondent No. 7).

"We get you know emails, and customers contact us saying that they saw us on Facebook, and they want a quote so obviously just by the customer interaction that we get from it" (Respondent No. 8).

6.7.1 Conversion of followers to customers

The literature has been found to be relatively disparaging on the area of converting social media followers into customers, including (Chen & Dodd, 1997) and (Popp, McEvoy, & Watanabe, 2017). This research sought to determine whether the respondents had a different experience in the area of converting followers to customers. According to (Pradiptarini, 2011) effective online content should be a call to action for the audience, so that by the end of the engagement process the fan or follower will place an order or make a booking, (Pradiptarini, 2011) defined this process as conversion. According to (Castronovo & Huang, 2012) all social media has the potential to convert consumers to loyal customers by connecting with consumers on a one-to-one level and cultivating meaningful relationships with them.

Most of the interviewees responded positively to the question of whether their followers converted to paying customers or not. Seven of the eight respondents believed that at least the majority of their followers became paying customers. This finding reflects those of literature including (Hoffman & Fodor, 2010) who found that social media enables managers to capture the amount of conversion rates for online sales.

(Lindesy-Mullikin & Borin, 2017) Found that the number of purchases conducted through social media had increased over time and would continue to increase, considering the rate at which the use of social media is growing. (Kim & Ko, 2012) Indicated that forty-nine percent (49%) of customers who visit a firm's social media page have made a purchase decision based on the information they had gathered from the social media page.

One (1) out of the eight (8) interviewees believed that the reverse of this scenario applied, that paying customers became loyal followers on social media. This particular finding is interesting as it reflects the assertions of (Esparza, Walker, & Rossman, 2013) who stated that a loyal customer actively seeks to be more aware of the business and brand, by subscribing to its social media platforms.

"I would say that on a scale of one (1) to ten (10), I would say that four (4) of those people will contact you. Not now but they would know about you and when they want seafood they will contact you for it" (Respondent No. 1).

"I think they do; we have some people who reach out to us via instant message through Facebook or directly through Instagram through a direct message … I think the percentage of people on social media who turn into sales is pretty good given the cost that we put into it" (Respondent No. 2).

"I think maybe it works the opposite way; you are saying followers turn into paying customers I find that customers turn into followers. I think that's a more accurate way of looking at it" (Respondent No. 3).

"Yes, I think the majority of the followers we have, have experienced us, or want to experience us" (Respondent No. 4).

"I'd say out of a hundred percent (100%), ninety percent (90%) would and ten percent (10%) are just followers you know" (Respondent No. 5).

"Definitely yes, over the past six (6) years I have so many loyal regulars that would for example go to the Southdown's market and they'll see me at Irene and they'll see me at the world run that I was doing so they'll come there for that reason. Rand show I had someone that said, 'We actually just came for the waffles' and I said, 'Wow really, really, really' and they said, 'Yes', and I said, Okay, so I believe them I hope so" (Respondent No. 6).

"Oh definitely, most definitely absolutely" (Respondent No.7).

"No doubt, it's like I said when customers interact with us that's how we get new customers" (Respondent No. 8).

Ultimately, despite the sparse literature on the topic of followers becoming customers, the findings indicated that indeed social media followers do become paying customers. This finding is increasingly linked to the business performance metric of revenue which is discussed below. In literature it is asserted that a direct correlation exists between the number of social media followers of a firm and the financial performance of the firm. In this instance, financial performance is

defined as the increment in sales by (Paniagua & Sapena, 2014), as well as (Kumar & Mirchandani, 2012). By means of deduction, it would make sense that the conversion of followers to customers would be directly linked to the revenue growth of the firm.

6.7.2 The contribution of social media to revenue and profit

The literature has indicated that social media marketing has a positive impact on revenue generation. These findings are evident in numerous studies including (Kumar & Mirchandani, 2012), who found, in their case study of Hokey Pokey Ice-cream's social media campaign, that Hokey Pokey's media campaign increased brand awareness and sales revenue growth. This finding is in line with that of (Paniagua & Sapena, 2014) who indicated that there is a direct correlation between the number of social media followers and the influence of social media on the performance of the firm. In this context, business performance includes financial performance which comprises sales level and growth.

Six (6) respondents believe that social media has a positive contribution to their business's revenue. It is worth noting that seven respondents stated that social media followers had converted to customers. Of these seven (7), one (1) respondent felt that, although she believed that social media followers became paying customers, it was the product and brand quality that grew their revenue. It is also interesting to note that a respondent who had indicated that social media followers did not become paying customers believed that social media nevertheless had a positive contribution to their revenue. Their view was that customers became social media followers and through social media, they were able to track the location of the food truck. As such, they became repeat customers thereby increasing revenue. This notion was mentioned by (Hoffman & Fodor, 2010) who referred to the likelihood of future purchases by the customer; as part of the measurement of the return on investment of their social media marketing campaign.

"Maybe in the beginning. But after that it is your product that sells your brand" / "No. initially it was basically just to get the name out there and for people to know" (Respondent No. 1).

"Yah Definitely" / "Sure I mean if the revenue grows then profits ultimately grow" (Respondent No. 2).

"Absolutely, definitely" / "Yes, Absolutely, its free service to get what we do out there on some kind of online personality I guess" (Respondent No. 3).

"No" / "No, I think it's a tool (social media) it is definitely a tool where you are able to showcase what you have to showcase" (Respondent No. 4).

"Yes" / "So the question of profitability is always about how you do your costing right …!" (Respondent No. 5).

"Yes definitely" / "definitely because a very important factor there to emphasise would be the fact that I would pay for an advert that I would run in the morning I drop the pin in Sandton and believe it or not, maybe by the grace of God that day I would get four (4) emails from Sandton area" (Respondent No. 6).

"Yes definitely" / "Yah of course" (Respondent No. 7).

"No doubt" / "It is the best, best way of getting out there and it's certainly profitable" (Respondent No. 8).

Based on our findings, social media marketing has a positive contribution to make to the revenue growth of a business. According to the responses we received this is either achieved directly through the conversion of social media followers into customers, as suggested by (Hoffman & Fodor, 2010), (Lindesy-Mullikin & Borin, 2017) and (Kim & Ko, 2012),or by customers converting into social media followers, so as to follow the food truck and thus becoming repeat customers, as suggested by (Esparza, Walker, & Rossman, 2013).These findings are also affirmed by (Neti, 2011) who asserted that two benefits of Social Media that are important to business include cost reduction, by decreasing staff time, and increasing the probability of revenue generation by enabling marketers to identify various peer groups or influencers who can help to grow the brand organically at nearly zero cost to the company.

Profit is defined by (Barker, 2010) as the surplus that remains after cost is deducted from income. As such, a cause and effect relationship exists between revenue, cost and profit. As per (Gilfoil & Jobs, 2012) profit as a value output, is determined by subtracting the cost of an investment from revenue received from that investment. By the definition of (Kvaal & Nobes, 2010) revenue less cost equals profit. Having established that social marketing is low cost and enables market access

as well as its contributions to revenue; it follows logically that social media should have a positive contribution to make to the overall profits of a business.

The findings indicated that five (5) of the eight (8) respondents believed that social media had had a positive impact on their profits, two (2) indicated that it hadn't, and one (1) was indecisive. The first respondent to deny the assertion that social media provides profit growth indicated that even though social media was a critical tool in creating brand awareness; ultimately it is the product quality that determines the profitability of the business. The second respondent cited that they did not feel that social media followers became paying customers and consequently, they couldn't have contributed to their profits. The last respondent couldn't confirm whether they had experienced more profitability by using social media or not and this was because the margin on food is small and they have a content creator/social media manager, to whom they have to pay a salary, so this has a great impact on their bottom line. However, based on the number of affirmative responses received from respondents, we can conclude that social media does have a positive impact on profits, as indicated by five (5) out of eight (8) respondents.

This outcome certainly affirms the findings of (Rishika, Kumar, & Janakiraman, 2013) and (Kumar, Bezawada, Rishika, Janakiraman, & Kannan, 2016) who stated that the utilization of social media can drive sales-related outcomes and that those customers who are committed to the company through social media are more profitable than those who are not. Findings were made in the mentioned studies that customers who participated in a firm's social media contribute more towards the firm's profits than those who do not participate. As such, the implication is that firms can not only promote standard products through social media but can also use it to increase the purchase of high margin products, in order to increase customer profitability.

Based on the majority of the feedback we received from our respondents, we can confirm the assertions made by (Rishika, Kumar, & Janakiraman, 2013), and (Kumar & Mirchandani, 2012) that social media marketing has a positive influence on a firm's profitability and that those businesses that utilize social media marketing will most likely experience growth in their profits.

6.8 Challenges of Social Media

In closing we sought to determine the types of challenges that our respondents had faced using social media. Most of the literature pertaining to the challenges of social media discusses those

challenges that pertain to adolescents and the youth. For instance, (O'Keefe & Clarke-Pearson, 2011) stated that the biggest risks facing preadolescents and adolescents online today are risks from each other; which include risks arising out of improper use of technology, lack of privacy, sharing too much information, or posting false information about themselves or others. (Marwick & Boyd, 2014) Also stated that it was difficult for teenagers to effectively navigate and manage control of information flow, which creates a problem of privacy infringement.

The study sought to determine whether there are similarities between those challenges highlighted in the literature versus those that are experienced by our respondents in their use of social media as a business tool. Based on the responses we received, the challenges faced are varied; however, three (3) were more prevalent than the others, each being cited by at least two respondents. Those included "time", "new content generation" and "negativity", as six (6) of our respondents indicated that they experienced one or more of these challenges in their social media strategy.

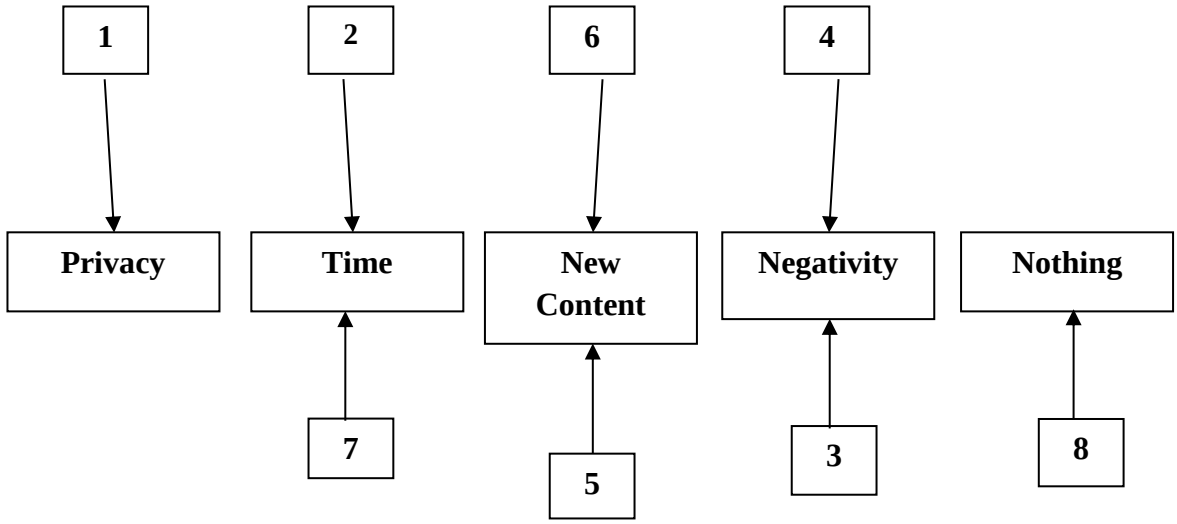


Figure 6.7: Researcher's Causal Map of the Challenges of Social Media Utilisation

"The privacy issues. Because with all the privacy "settings" on Facebook you've got to set up your own profile and a lot of people are wary of that. So, whoever is running your page, your profile becomes public. That is a bit of a deterrent to a certain degree, which I had to make peace with, so I post a lot less of my personal stuff than I used to solely because of having to run the food truck" (Respondent No. 1).

"Time more than anything else. At some point if you are managing it yourself, just getting the right content sometimes it holds you back you don't post as often as you should" (Respondent No. 2).

"We had some guy at some stage think that the business was something else" (Respondent No. 3).

"Look we don't buy into negativity you know what I mean, we receive it but even when we receive it, we don't buy into that because we know what we're doing and the quality we do" (Respondent No. 4).

"I think the main challenge is having new content on a continual basis" (Respondent No. 5).

"You know what the only challenge I have is to keep up with Social Media you know" (Respondent No. 6).

"I think it's time actually" (Respondent No. 7).

"I happen to have studied marketing, so I do have a knack for it, I haven't come across any challenges as, yet it just been beneficial for us and positive" (Respondent No. 8).

It is interesting to note that the most commonly mentioned challenge, "Privacy", which was mentioned by (O'Keefe & Clarke-Pearson, 2011); as well as (Marwick & Boyd, 2014) the number one challenge facing social media. However this was cited by only one (1) of the respondents as a challenge. From a business perspective, the biggest challenge pertaining to the utilization of social media is the absence of control pertaining to customer relationship management. This challenge is brought about by the personal nature of social media, meaning that customers and their networks of friends are in control of the conversation and not the company (Heller Baird & Parasnis, 2011). However, this challenge went unmentioned. Based on their experiences, the respondents indicated time, content generation and negativity as their challenges.

6.9 Peer to Peer Recommendation

(Palmer & Koenig-Lewis, 2014) Stated that satisfaction is said to influence customers' behavioural intentions such as patronage, purchase likelihood and frequency, as well as recommendation. This is the concept of peer-recommendation which was found to be instrumental in the sale and purchase of red wine as (Thance, 2019) found that consumers preferred peer-recommended wines

to non-recommended wines, as that indicates that the consumer doing the recommendation was satisfied enough with the quality of the product to recommend it further. The study sought to ascertain whether the respondents were satisfied enough or not with social media marketing to recommend it to other businesses, to use as a marketing tool.

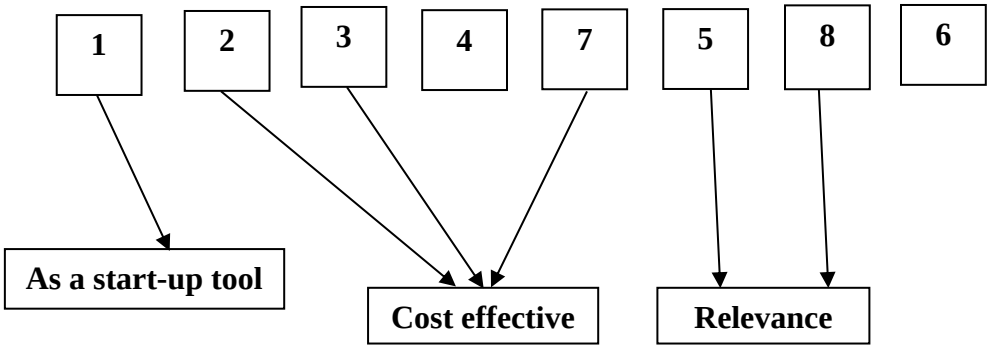


Figure 6.8: Researcher's Causal Map of Peer to Peer Recommendation

"As a start-up tool yes. I don't think it's something that you need ongoing" (Respondent No. 1).

"Yah definitely. Because of the cost implications and the ease of spreading the word" (Respondent No. 2).

"It's a two way thing you know. Yes, I definitely would in every way we can maximize what social media can do for the business without a doubt, but the thing is social media does put out a false image of who you are, things are not as real as they seem" (Respondent No. 3).

"Absolutely, actually if you're not on social media right now then your business is going to die" (Respondent No. 4).

"Definitely, I would say definitely but you have to obviously do it to a further extent. You have to get paid advertising involved and try and further it than just doing a normal post and the people that you have" (Respondent No. 5).

"Yes, most definitely. Because it is probably the most cost effective way to reach a wide target market" (Respondent No. 6).

"Everyone is on Facebook and on social media is the best way to get your platform across to the world and connect with customers and new customers I definitely recommend it and I will continue using it and making my business even more of a success" (Respondent No. 7).

"Yes but not solely…yes use it because of how free it is but I don't believe if you want your business to have real professional feel to it, Facebook, Instagram I don't think it sets you apart" (Respondent No. 8).

The consensus among our respondents was that they would recommend the use of social media as a marketing tool. All eight (8) of the respondents responded affirmatively to that question. The reasons cited for their recommendation were varied but the more prevalent reasons were; the cost effective nature of social media, as well as the relevance that the business will attain from having a social media presence. Three (3) of the respondents cited cost effectiveness as a primary reason for recommending the use of social media as a marketing tool and two (2) cited the popularity of social media as a primary motivator. Due to the popularity of social media, the business can attain broad brand awareness as a result of social media, as indicated by (Castronovo & Huang, 2012) and, as such, the business's relevance in the market will be upheld.

6.10 Conceptual Framework (Researcher's own)

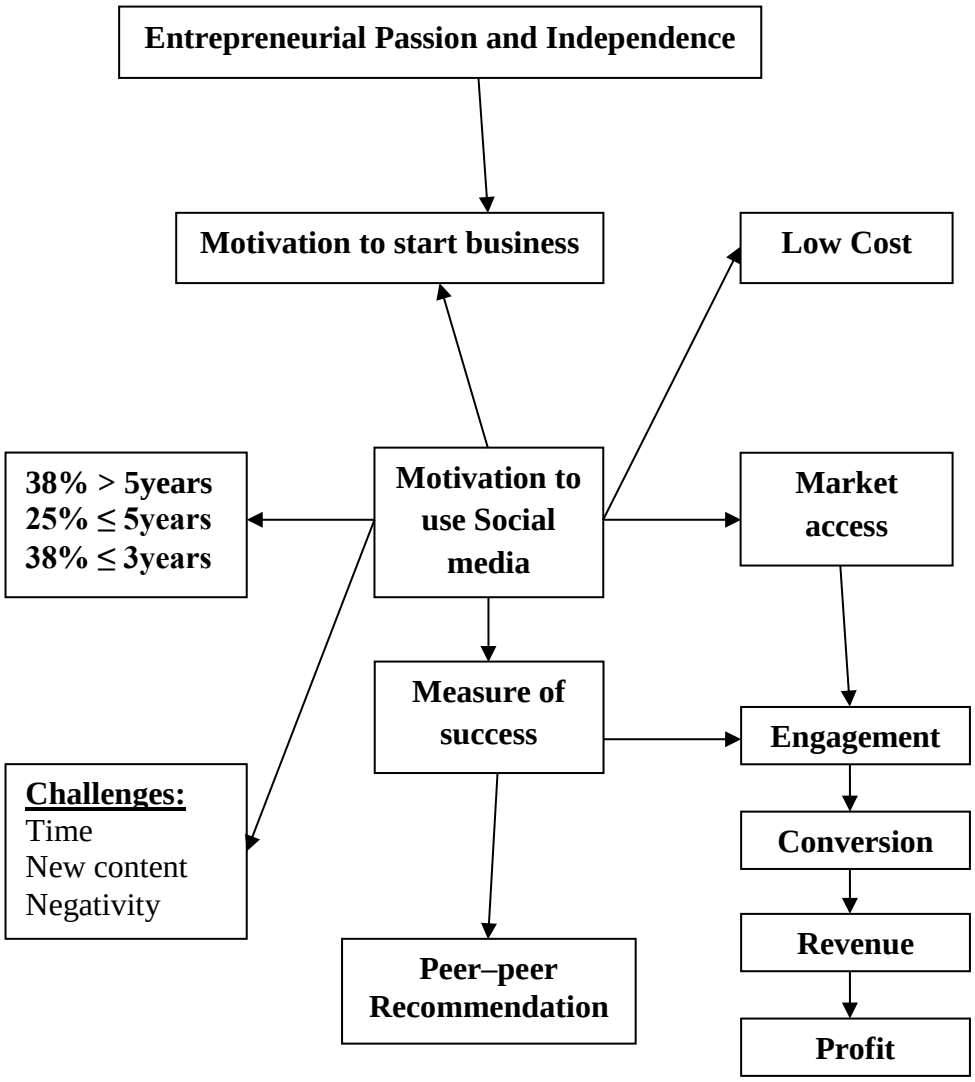


Figure 6.9: Researcher's Causal Map of the Motivations and Outcomes of Using Social Media

Based on our findings the primary motivations for establishing a food truck business was passion and independence. Passion for food and a desire to be self-employed were cited as the most prevalent reasons for establishing a food truck business. This contradicts the reasons cited by (Corvo, 2014) when he stated that a key event that brought about the emergence of gourmet food trucks was the recession of 2008, that saw talented chefs losing their jobs. As a result, a lot of them went on their own and opened their own restaurants in the form of food trucks. Even though (Carbone, Rouquet, & Roussat, 2015) assertion was corroborated by one (1) of our respondents, the most prevalent reasons cited by our respondents were passion and independence.

Most respondents had been using social media from the inception of their businesses. Market access is the primary reason why they chose to use social media. This finding confirms the findings of (Jagongo & Kinyua, 2013) that the desire to access new markets was one of the main reasons for using social media by SMEs. According to (Kang, Tang, & Fiore, 2014) brand exposure is key to market access, as a familiar brand is far more likely to attract a sale. By exposing the brand to the market, one gains access to that market. Most of our respondents have asserted that the costs associated with social media are very low and negligible, and they have also asserted that the popularity of social media allows access to markets. Therefore, the option to use social media as a tool to access markets is driven by the popularity of social media but also by the low cost nature of using social media.

The most prevalent measure of success is brand engagement, as most of our respondents cited "comments" and "likes" as their primary metric of measuring success. This was followed by the number of followers. The indication is that the findings of (Hoffman & Fodor, 2010) pertaining to measures of social media marketing return on investment (ROI) being, brand exposure, brand engagement and word of mouth, are affirmed by our findings. However, our findings showed that brand engagement is a more compelling measure of success than brand exposure, as engagement indicates a vested interest in the brand and an opinion being shared by the customer with their followers. As such, the framework presented indicates that, (1) Market access is the primary motivator of social media marketing, which is supported by (2) the cost effectiveness of social media, as well as the ability to - (3) Engage directly with the customer and for the customer to engage directly with the business and to share their experiences and their opinion of the brand.

The framework also indicates that those followers who engaged with the brand were more likely to be converted into customers. Our findings indicated that followers have a strong likelihood of becoming paying customers, which subsequently suggests that by becoming customers, followers contribute to the increment of the business's revenue. This finding corroborates the findings (Kumar & Mirchandani, 2012) who found that a social media campaign for a prominent ice cream brand increased the level of brand awareness and the sales revenue growth of the brand. This was also affirmed by (Paniagua & Sapena, 2014) who indicated that there is a direct correlation between the number of social media followers and the influence of social media on the

performance of the firm. In this context, business performance includes financial performance which comprises sales level and growth.

Having shown the relationship between followers and revenue, as well as the relationship between social media and cost, it stands to reason, on the basis of accounting principles, that increased revenue and reduced cost produces higher profits, as suggested by (Kvaal & Nobes, 2010) in his investigation of the international financial reporting standards (IFRS). This notion is affirmed in our findings that a relationship exists between social media and increased profits in food truck businesses. Based on the ability of social media to increase profits, it can be said that social media contributes positively to the success of businesses.

We have also learnt that different respondents face different challenges in their use of social media but the most prevalent challenges that were identified include time, new content and negativity. However, these issues were deemed negligible by contrast to the returns that were experienced by the users.

The most ardent declaration of satisfaction is recommendation (VanMeter, Syrdal, Powell-Mantel, Giraffe, & Nesson, 2018), hence brand advocacy is sought after in social media, where followers not only engage with the brand but also actively promote the brand. As such, to ascertain their satisfaction with social media marketing we asked our respondents whether they would advocate its use by recommending it as a marketing tool; to which all our respondents said “yes”. The high probability of recommendation indicates that success has been achieved with social media marketing and that the users have been satisfied to the point of advocacy.

Most of our respondents had been using social media from the inception of their businesses. The average years of business operation among our respondents is five (5) years. This indicates a higher survival rate among our respondents than that stated by (Willemse, 2010) who said that the number of SMEs that fail within five (5) years of establishment is between fifty (50) and ninety-five percent (95%) and that only two point three percent (2.3%) of South African SMEs have been in existence for more than three and a half (3.5) years. Even though we cannot conclusively state that this survival rate is linked to the use of social media, it certainly does appear that these food trucks have had a longer lifespan than most small businesses.

6.11 Conclusion

The study sought to uncover the reasons and motivations behind the relationship between social media and the food truck movement in South Africa. The study sought to determine the reasons for using social media, as well as the effects of using social media on a business, as experienced by food truck owners and managers in South Africa. This chapter discussed the key findings that were uncovered in the study of eight of food truck companies operating in the greater Johannesburg area of Gauteng.

The data collected in the interview process and analysed in Chapter 5 was discussed in this chapter so as to determine whether the assertions made in literature apply to the South African context; as well as to uncover new themes to contribute to the literature. The core of the research findings is captured and presented in the framework provided, which highlights the key themes that were uncovered during the research.

Broadly, the findings corroborated certain themes found in literature but brought about new themes as well. For instance, the assertions made in literature that the gourmet food truck movement emanated from the recession of 2008 manifested itself in one of the cases; but the majority of the subjects indicated that their motivations were driven by a desire for independence, as well as a zeal and passion for food and business. All but one of the respondents had used social media from the inception of the business while the one remaining respondent adopted social media a few years into the existence of his business.

The reasons for using social media were not only the low cost of social media as broadly stated in the literature, but, although this was found to be a great and welcomed advantage, the true motivation was found to be the broad reach of social media.

The popularity of the social media platform enabled our respondents to reach a broader market in order to gain market access there. Key to our study was to determine whether the objective of gaining market access yielded the financial results that SMEs need to provide sustainability and success in their businesses. The outcomes of that enquiry revealed that social media not only provided access to a broader market but also enabled market exposure to customers which yielded growth in sales and profits in most of our cases. The challenges faced when using social media

were deemed to be negligible in contrast to the benefits of using social media. As such, most of our respondents recommended the use of social media as a marketing tool.

7. Chapter Seven – Conclusion

7.1 Introduction

In this chapter we reflect on the findings of the research that were presented and analysed in Chapter 5 and discussed in Chapter 6. In this chapter we summarize those findings by reflecting on the study's objectives and the implications of these findings to the economy, entrepreneurs and to academic literature. We ultimately provide recommendations for future research, in the context of social media marketing and entrepreneurship.

7.2 Summary of the Literature

7.2.1 Context of the study

The study occurs in the broader context of the South African economy which as per, (Stats SA, 2018) currently faces a reported unemployment rate of 27.6%. Small businesses are heralded as the saviour of this abysmal employment rate as such people are encouraged to start their own businesses in order to create employment for themselves and for others. It is in this context that we have seen a proliferation of gourmet food trucks at markets and in office parks during lunch time around Gauteng. (Corvo, 2014) Stated that the gourmet food truck movement emanated from the United States of America and was prompted by the recession of 2008 which saw a lot of talented chefs losing their jobs. Consequently, a lot of them opened their own restaurants in the form of mobile food trucks. The study sought to understand whether the proliferation of social media has had an influence on the food truck phenomenon and what impact it has had on the individual businesses themselves.

7.2.2 The history of food trucks

We began the study with a review of literature pertaining to the origins of the food truck as a business, as well as the emergence of the gourmet food truck movement as we know it today. In this literature review, we also sought to understand the social media and its capabilities as a marketing tool. We reviewed the history of social media phenomenon as well as its application as a platform for marketing activities.

(Gelt, 2009) said that the gourmet food truck movement as we know can be traced to the Kogi Korean BBQ Taco truck which launched on 20 November 2008 and began roaming the streets of Los Angeles as a social networking juggernaut; attracting three hundred (300) to eight hundred (800) people wherever it parked, spawning a cyber-hippie movement that came to be known as "Kogi culture". (Govender, 2014) Stated that the origins of the food truck movement in South Africa are less documented than that of the United States. Writing for an online publication 'FineDining Lovers' he wrote that while we have not seen the mushroom-effect boom of food trucks in the South African market, a constant trickle of new trucks is noticeable as the success of existing food trucks grows and becomes more apparent.

(Botha, 2012) Stated that the movement has become more formalized in South Africa. In Cape Town Luca of Limoncello is using his food truck association 'The Cape Town Food Trucks' to lobby on behalf of food truckers in Cape Town. He has been lobbying the city of Cape Town to issue trading permits to food trucks as well as to designate areas for them to trade in. As per (Brand South Africa, 2017) in Johannesburg Good and Proper, an Events company, hosted the first pop-up food truck park at Benmore in Sandton in the spring of 2016.

7.2.3 Social media and social media marketing

(Wessel, 2012) The modern day food truck phenomenon is characterized by the artisanal and gourmet style of cooking, as well as the extensive use of social media. (Alfiero, Giudice, & Bonadona, 2017) Stated that studies attributed the efficiency of gourmet food trucks compared to traditional food trucks to their innovation and their use of social media to deliver real time updates of location, menus and availability of inventory. According to (Edosomwan, Prakasan, Watson, & Seymour, 2011), the advent of the internet brought about the early iterations of social networking in the form of platforms such as six Degrees, BlackPlanet, Asian Avenue, and MoveOn that were niche social sites where people could interact. (Levy, 2009) Asserted that the modern day iteration of social media is credited to Web 2.0 which is defined as the revolution of the internet, as a platform in which the user has the power of curatorship, meaning that the user determines what they want to consume on the internet. As per (Kirtis & Karahan, 2011) the transition of social media from a social platform to a business tool that could be applied to marketing activities is attributed to the global economic crisis of 2008, which prompted firms to cut costs and seek more cost effective ways of advertising. (Constantinides, 2014) Attributed the rise of social media

marketing to changing consumer behaviour, driven by a demand for customized products and the customers desire to have a say in various stages of product development.

7.2.4 Social media and cost

(Culnan, McHugh, & Zubillaga, 2010) Stated that a key benefit of Social Media marketing is cost reduction. (Hoffman & Fodor, 2010) reiterated that Social Media leads to cost saving achievable by enabling customers to serve as their own version of a toll-free help desk, by establishing a Frequently Asked Questions (FAQ) user forum. According to (Neti, 2011) two benefits of Social Media that are important to business include cost reduction, by decreasing staff time, and increasing the probability of revenue generation. (Michaelidou, Siamagka, & Christodoulides, 2011) Also emphasized that the attractiveness of Social Media Marketing is its cost effectiveness which is driven by the relatively limited resources required for its adoption.

7.2.5 Social media, revenue generation and profit

According to (Neti, 2011) revenue generation through social media is achievable, particularly by enabling marketers to identify various peer groups or influencers that can help to grow the brand organically at almost zero cost to the company. In order to increase sales, (Castronovo & Huang, 2012) stated that web traffic, time spent, repeat visits, followers and social mentions must be considered. A study conducted by (Kumar & Mirchandani, 2012) indicated that it is more than just the number of followers that increases sales but it is also the quality of the followers. A quality follower is defined as a user who can influence other users that is an influencer. (Kumar & Mirchandani, 2012) Found that firm generated content on social media influences customer behaviour and improves customer profitability by driving up the purchase of high margin products. (Kaske, Kugler, & Smolnik, 2012) Investigated the return on investment in social media in which they uncovered among others, two social media drivers of profit, which included reach (number of followers) and higher sales.

7.2.6 The conceptual framework

Data collection was conducted via interviews and the data was analysed via using causal mapping. (Marchant, 1999) Defines causal mapping as a framework through which cause is identified by linking nodes that denote behaviour or an outcome to its causes or influences. (Jenkins & Johnson,

1997) Used causal mapping in their study, to determine the 'thinking' of respondents. The themes from the interviews were coded and matched with themes that emanated from the literature review.

7.3 Summary of the Findings

Based on the organizing framework we were able to design the research instrument as a tool for the data collection process. The interview guide was divided into four segments with each section looking to address the themes in the organizing framework, as presented by (Aral, Dellarocas, & Godes, 2013). The first segment sought to address the design and features theme of the organizing framework, by ascertaining how long the respondents had been using social media in their businesses and the reasons why they chose to use social media as a marketing tool.

The second segment sought to address the strategy and tactics theme of the organizing framework by determining the costs that the respondents had incurred by using social media and implementing their social media strategy.

The third segment sought to explore the management and organizing theme of the organizing framework by determining the metrics that the respondents used to measure the success of their social media strategy.

The fourth and final segment of the research instrument sought to examine the measure and value segment of the organizing framework by uncovering the ability of social media to convert followers to users; to generate revenue for the business and ultimately to contribute to the business's bottom line by generating profit.

Finally, we sought to uncover the challenges that the respondents have faced in their use of social media and to ask whether they would recommend the use of social media as a marketing tool or not.

7.3.1 Introductory

The basis of this segment of the study was brought about by the assertions of (Wessel, 2012) and (Gelt, 2009), as well as (Ibrahim, 2011) that the inception of the gourmet food truck movement was brought on by the recession of 2008 in the United States of America. As such, the study sought to ascertain whether the same recession had inspired the food truck movement in South Africa.

The findings indicated that even though the recession did play a part, described by one of the respondents, the majority, seven out of eight respondents, indicated that they were inspired by their passion for food and business to start their own businesses. The study also found that most of the respondents had been previously employed either in corporate fields or in the food industry as restaurateurs. Thus, their venture into the food truck business was born not out of necessity but out of desire and passion.

The study also sought to ascertain the survival rate of the food truck businesses as (Landzani & Van Vuuren, 2002) had indicated that fifty percent (50%) of all start-ups fail in their first year and seventy-five (75) to eighty percent (80%) failed within three (3) to five (5) years of inception.

However, (Jagongo & Kinyua, 2013) stated that those SMEs that used social media tended to have a longer survival rate than those that didn't.

So, we sought to ascertain whether the respondents' businesses were enjoying a longer survival rate as users of social media than the survival rate asserted by (Landzani & Van Vuuren, 2002). The findings indicated that the average survival rate of the respondent's businesses was five (5) years which is outside of (Landzani & Van Vuuren, 2002) estimations of an eighty percent (80%) failure rate within three (3) to five (5) years and is in favour of (Jagongo & Kinyua, 2013) findings that those SMEs that use social media have a higher survival rate than those that do not.

7.3.2 Core themes

7.3.2.1 Design and features

Seven (7) of the eight (8) respondents had been using social media from the inception of their business while one had adopted the use of social media during the course of their business's existence. According to (Jagongo & Kinyua, 2013) the primary reason for SMEs to use social media was to access new markets.

(Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015) Found that cost effectiveness was a significant factor that persuaded organizations to adopt social media as a marketing tool. The findings indicated that market access was the primary reason for using social media, as six out of the eight respondents had cited market access as the purpose for which they adopted the use of social media.

7.3.2.2 Strategy and tactic

Cost effectiveness was also a critical consideration. As cited by (Ainin, Parveen, Moghavvemi, Jaafar, & Shuib, 2015), one of the benefits of using social media is the low cost nature of social media. This assertion was reiterated by (Constantinides, 2014). The findings indicated that paid advertising is the most prevalent cost that the respondents incurred; however, it tends to be used sparingly. A significant cost that was revealed by two (2) of the respondents is the hiring of a social media manager. This is a larger cost as an additional salary bill must be paid to the social media manager.

Only two (2) of the respondents cited the use of a social media manager as part of their costs while the others managed their content themselves which was time consuming, comprising a cost. Three (3) of the respondents deemed price as a key motivator to use social media, while four (4) said that it wasn't the only reason. This indicates that even though low cost is a benefit that food truck owners enjoy, it is not only motivator.

7.3.2.3 Management and organization

(Hoffman & Fodor, 2010) Said that the measures of success of using social media marketing are defined as awareness, engagement and word of mouth, as well as the likelihood of future purchases being made. The findings indicated that engagement was deemed to be the most significant metric of success as five (5) of the respondents cited engagement through social medial likes and comments as their primary measure of success. The second metric of measure is awareness as four (4) respondents indicated the number of followers as another metric of success and two (2) respondents were adamant that the only metric of success was sales, meaning actual bookings from Facebook.

Most of the respondents believed that their followers converted into paying customers. The notion of followers becoming paying customers is stressed by (Pradiptarini, 2011) as the ultimate purpose of social media marketing, which should be a call to action whereby upon engagement the follower places an order or makes a booking. Based on this notion, the findings indicated that social media is effective in achieving this objective, as seven (7) of the respondents indicated that their followers eventually became paying customers. The one (1) respondent felt that customers become advocates

of the brand. As such, they became followers of the brand online in order to track its location and the specials that were available.

7.3.2.4 Measurement and value

If followers become paying customers, it follows that sales growth should take place. (Kumar & Mirchandani, 2012) Found that the social media campaign employed by a well-known ice cream brand resulted in increased brand awareness and ultimately in sales revenue growth. The findings indicate that six (6) out of eight (8) respondents experienced an increase in revenue, as a result of using social media as a marketing tool. According to the responses that we have received the revenue growth is either achieved directly through the conversion of social media followers to customers or by customers converting into social media followers and thence becoming brand advocates.

The literature defines profit as a surplus after revenue and cost have been calculated. By subtracting cost from revenue, the outcome becomes profit (Gilfoil & Jobs, 2012). When increments in revenue exceed increments in cost, the result becomes increased profit (Solcansky & Simberova, 2010). Thus far, the findings have indicated that social media is cost effective and that social media marketing contributes to growth in sales revenue. The findings indicate that a positive relationship exists between social media marketing and profits and this was corroborated by six respondents who believed that social media had had a positive impact on the growth of their business's profits.

7.3.2.5 Outcomes

The challenges that the respondents faced from using social media marketing were deemed to be negligible in contrast to the benefits they had enjoyed. The most prevalent challenges stated were time, content and negativity. However, these challenges were deemed negligible and easy to overcome. Based on the impact that social media marketing had on new customer generation and increased revenue, as well as profits, it is not surprising that all the respondents indicated that they would recommend the use of social media as a marketing tool.

7.4 Research Questions

The research sought to uncover the relationship between social media and the gourmet food truck movement in Gauteng. In order to determine this relationship, we asked the question "What is the

motivation for the use of social media by gourmet food trucks in Gauteng South Africa?" the question sought to determine the relationship between social media and the gourmet food truck movement, the reasons for this relationship and how the relationship came to be. We also sought to determine the outcomes of this relationship from a business performance perspective, in terms of accessing markets and increasing sales revenue and ultimately what it means to the business's survival and continued success.

From a literature perspective, social media is a defining characteristic of the gourmet food truck movement. (Gelt, 2009) Said that the relationship is said to have stemmed from the use of social media by the Kogi Korean BBQ food truck, in order to announce its location in 2008 in Los Angeles California.) (Holmes, 2016) said that the findings indicated that this trend that is said to have emanated from the recession of 2008 spread to different parts of the world, including South Africa where the first popular food truck, Limoncello, was started in Cape Town by Luca Castiglione. This proliferation of the food truck culture was accompanied by one of its defining characteristics, social media.

The findings indicated that a large majority of the respondents started using social media from the inception of their food truck business, with the primary motivation for using social media being to gain market access through broad exposure to their desired target market via social media platforms. The research showed that through the popularity of social media, the food truck owners were able to reach their target market directly. This finding corroborated those of (Jagongo & Kinyua, 2013) who found that the use of social media enabled access to new markets, better pricing and direct engagement with their customers. Cost was found to be a secondary consideration, albeit a welcomed benefit of using social media.

The cost implications of social media were found to be a secondary consideration as it pertained to the reasons for using social media. However, the cost was found to be important to the outcomes of social media as it pertained to the performance of the business. The low cost nature of social media not only meant low barriers to entry to using social media; but it also meant that no additional funds had to be budgeted for promotion.

(Barker, 2010) And (Gilfoil & Jobs, 2012) defined profit as the outcome of deducting cost from revenue. As such, the lower the cost and the higher the revenue the higher the profit. Bearing this

definition of profit in mind, the findings indicated that social media converts followers into customers which subsequently contributes to sales growth and increased revenue. Considering the relationship between cost and revenue as it pertains to profit, we can conclude that given the low cost of social media and its ability to increase revenues by converting followers to customers, social media increases profits. As such, we found that social media improves the survival and success of businesses.

7.5 Implications for the Economy

The context of this study is based on a struggling South African economy that is currently facing a twenty-seven percent (27%) unemployment rate. Based on media reports SMEs are the solution to the scourge of unemployment that is facing the country, by creating employment, not only for the owners of the business but also for others who are employed by these SMEs. However, the literature has indicated that the survival rate of SMEs in South Africa is less than twenty percent (20%) (Landzani & Van Vuuren, 2002); with the most common reasons for failure being cited as lack of access to markets and lack of access to resources. It is within this context that the findings pertaining to the benefits and outcomes of using social media to gain market access and to improve the financial performance of the business could aid SMEs by presenting a low cost and high performance output solution, thus enhancing their survival rate and potential for success.

7.6 Implications for Entrepreneurs

Entrepreneurs struggle with resources, particularly financial resources and as such, they face difficulties in accessing markets, due to the lack of adequate promotional marketing activities. These findings were confirmed by the literature. However, the findings have indicated that social media is a low cost platform that can be employed with limited resources, to reach a broad target market.

The low cost nature of social media makes it accessible to entrepreneurs, while its popularity presents a broad group of users who represent a potential customer base. Adequate curatorship of the business through a social media platform can help entrepreneurs reach new markets and gain new customers.

Also, due to the low cost advantage of using social media, as well as its ability to access and convert to new markets, entrepreneurs can increase their sales growth and revenue and achieve higher profits, thereby contributing to the survival and ultimately the success of the business.

7.7 Implications for Literature

There is ample academic literature pertaining to the challenges faced by SMEs in South Africa and across the world. There is also ample literature pertaining to social media and its application as a marketing tool in business. However the literature is sparse in the area of the gourmet food truck movement, particularly in the South African context. As such, it is to contribute to the lexicon of South African academic literature that we based this case study on the South African gourmet food truck movement; particularly as South Africa's restaurant, fast food and catering sector has stagnated due to inflation and tough economic conditions.

This study seeks to contribute academic insights into the innovative use of technology in business and to show how this can help struggling entrepreneurs to achieve success in business and aid struggling economies to achieve economic growth.

7.8 Limitations

There is sparse academic literature in the area of the gourmet food truck in South Africa, which presents a limitation to this study. The study of social media marketing in the South African context is also relatively scarce, which also presents a limitation to this research. These limitations create a challenge in the literature review as well as identifying frameworks that speak to this subject. A limitation outside of the literature is the availability of a sample base within which to interview.

The gourmet food truck movement in South Africa has grown but remains relatively small, so finding respondents to participate in the study proved to be challenging. In addition to a limited sample pool, time also presented a constraint, as the food truck owners are also the food truck managers and are often too busy to conduct a lengthy interview for academic research purposes, which presented a challenge and a limitation.

This also meant that the sample size, though adequate for a qualitative study was relatively small and thus, more research into the subject of food trucks must be conducted to build a broader repository of independent research and findings to compare with.

Lastly, one must be conscientious of interviewer bias which can be a challenge when conducting an interview, as one could inadvertently lead the interviewee, which could cast doubt on the impartiality of the subjects' responses.

7.9 Recommendations for Future Research

The recommendations presented below are based on the findings of this research, as well as the experiences presented by the respondents.

7.9.1 Spousal partnerships in the food truck business

An interesting finding in this research was that most of the respondents were spouses who went into the food truck business together. The literature mostly speaks to the financial support and family support that one spouse provides, while the other endeavours into entrepreneurial pursuits Rosa et al., (2004) (Rosa, Hamilton, Carter, & Burns, 1994). However not much is documented in literature pertaining to the both spouses venturing into the entrepreneurial pursuit, as well as the implications of this on their personal relationship, as well as the benefits and pitfalls that it has for a business.

7.9.2 Metrics of measuring social media

The findings presented here are based on the experiences of the respondents but do not have a quantifiable scientific metric of measurement, particularly as it pertains to the tangible measurement of the correlation of conversion of social media followers into customers, and ultimately to growth in sales and revenue. As such, a quantitative study into this subject matter needs to be conducted, in order to corroborate the experiences of the respondents and the findings presented herein.

7.9.3 Challenges of using social media marketing faced by SMEs

Most of the literature speaks to the challenges of social media as they pertain to adolescents and teenagers. However, we struggled to identify adequate literature pertaining to the challenges of social media faced by SMEs. Difficulties that the literature identifies pertain to the incorporation of social media into the integrated marketing communications strategy of a business, as well as the integration of traditional online marketing through corporate websites and social media.

However, these studies speak to large corporate firms with marketing departments who develop IMC strategies and not to SMEs who rely on their owners for marketing efforts. As such, more research is required regarding the challenges facing SMEs in their use of social media as a marketing platform and communication instrument.

7.10 Conclusion

According to reports entrepreneurship and SMEs have a big role to the play in addressing the issues of unemployment and facilitating the growth of the South African economy. This study sought to engage the issues faced by SMEs and entrepreneurs, in attempts to provide an alternative approach to the traditional way of conducting business and ultimately to provide solutions to the under-resourced entrepreneurs. Although social media represents a possible solution to a core issue facing South African SMEs and entrepreneurs, they still struggle, due to limited resources and difficulties in accessing markets in order to sustain their businesses and achieve success.

We employed the organizing framework for social media research to conduct the research and develop a conceptual framework, as a guide for the purpose of using social media, as well as the outcomes that can be expected from using such media. The purpose is to provide a model that highlights the role of social media and the benefits and outcomes of employing a social media strategy in one's business.

The subject of the study is the South African gourmet food truck movement which has achieved growth and popularity over the past decade. The gourmet food truck business provided a clean platform on which to base the research. It is a subject that is relatively unexplored and relatively new to the South African Market and as such, provided fascinating subject matter to engage with.

The research was conducted through using a qualitative method, based on case by case evaluation of food truck businesses. We sought to gain insights from the lived experiences of the food truck owners. We ascertained the definition for gourmet food trucks and social media, as well as their history from the literature review. We also identified an organising framework from the literature review, for social media research, which we used to construct the research themes.

The research was conducted via semi-structured interviews with eight food truck entrepreneurs, in order to answer the research questions and determine the relationships between the themes and the

constructs. We analysed the data, using the interpretive phenomenological approach through which we coded the respondents' answers and identified themes that matched those themes that we had uncovered in the literature. The outcome of this study is the conceptual framework presented in chapter six, which highlights the relationship between these themes.

The study revealed market access as the primary motive for the use of social media by the respondents. The outcomes were identified as engagement, conversion and revenue growth as well as profit. Auxiliary themes were identified pertaining to the gourmet food truck movement. The findings revealed that the primary motive for starting the business is passion for business and a zeal for independence. This is a different motive than that identified through the literature as the recession of 2008, even though a link to the 2008 recession was identified in the research. Another finding was the spousal relationship that was identified as a recurring theme and is recommended for further research in future.

From an accounting perspective, the findings indicated that the relationship between the low cost variable of social media, as well as its ability to generate revenue by converting followers to customers which in turn, creates profit. The relationship between revenue, cost and profit was ascertained through the literature.

The findings provide critical insights on achieving market access with limited resources. This provides a viable solution to one of the challenges faced by SMEs. The findings indicated that the food trucks can convert their access to the market into sales revenue and ultimately into profit; whereby, these businesses are able to survive and succeed. This assertion is supported by the average lifespan of the sample which was five (5) years. This exceeded the average survival period of SMEs in South Africa as ascertained through the literature.

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Annexure A: Participation Form

Good day

My name is Mthokozisi Mahlangu and I am a Masters student in Strategic Marketing at the University of the Witwatersrand in Johannesburg. As part of my studies, I have to undertake a research project, and I am investigating the effectiveness, or lack thereof, of using social media to promote your business. The aim of this research project is to find out if the use of social media contributes to the success of the business.

As part of this project I would like to invite you to take part in an interview. This activity will entail a face to face interview which will involve answering a number of questions listed in my interview guide and will take around 30 minutes. With your permission, I would also like to record the interview using a digital voice recording device.

You will not receive any direct benefits from participating in this research, and there are no disadvantages or penalties for not participating. You may withdraw at any time or not answer any question if you do not want to. The interview will be completely confidential and anonymous as I will not be asking for your name or any identifying information, and the information you give to me will be held securely and not disclosed to anyone else. I will be using a pseudonym (false name) to represent your participation in my final research report. If you experience any distress or discomfort at any point in this process, we will stop the interview or resume another time

If you have any questions during or afterwards about this research, feel free to contact me on the details listed below. This study will be written up as a research report which will be available online through the university library website. If you have any concerns or complaints regarding the ethical procedures of this study, you are welcome to contact the University Human Research Ethics Committee (Non-Medical), telephone +27(0) 11 717 1408, email Shaun.Schoeman@wits.ac.za

Yours sincerely,

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Annexure B: Consent Form



A Case Study of the Motivations and Outcomes of Social Media Utilization by Gourmet Food Trucks in Gauteng by Mthokozisi Mahlangu

I, ..., agree to participate in this research project. The research has been explained to me and I understand what my participation will involve. Please circle the relevant options below.

I agree that my participation will remain anonymous	YES	NO
I agree that the researcher may use anonymous quotes in his / her research report	YES	NO
I agree that the interview may be audio recorded	YES	NO
I agree that the researcher may take photos of me (but not my face)	YES	NO
I agree that the information I provide may be used anonymously by other researchers following this project	YES	NO

..... (Signature)
..... (Name of participant)
..... (Date)

Annexure C: Interview Guide

Interview guide

Place of interview: _____

Date of interview: _____

Interviewee no. _____

Introduction:

- Thank you for your time and for the opportunity to conduct this interview
- Read and discuss consent form
- Establish timeframe for interview

Section A: Business profile

1. What motivated you to start this business?

Section B: Social Media utilization

2. Were you using social media as a marketing strategy from the inception of your business?

   (If YES) Why did you choose to use social media?

   (If NO) How were you promoting the business prior to adopting a social media strategy? (…and then revert to 'Why did you choose social media?')
3. Which social media platforms do you use and why?
4. What cost implications (for instance; additional head count i.e. social media manager, or additional man hours) are involved in your social media strategy?
5. Were the cost implications of social media part of your motivation to use social media as compared to other advertising media? How so?

Section C: Social Media Marketing measures of success

6. How do you measure the success of your social media strategy?
    a. Is it by number of followers, friends or subscribers?
    b. Is it by number of 'likes', 'retweets' and 'shares'
    c. Or is it other ways? Please elaborate.
7. Do you believe that your followers, friends and subscribers become paying customers for your business?
8. Describe how your social media strategy has contributed to your business's revenue.
9. Is your business more profitable as a result of your social media strategy?
10. Describe the challenges that you have faced using social media.
11. Would you recommend the use of social media as a marketing tool and why?