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Strategy
**AN EVALUATION OF SOCIAL MEDIA AS STRATEGY
FOR ENHANCING COMPETITIVENESS AMONG
SELECTED SMALL MEDIUM ENTERPRISES IN NAIROBI
COUNTY, KENYA**

Peris Gitau, Mr. Joseph Munyau and Mr. Waweru Jimnah

AN EVALUATION OF SOCIAL MEDIA AS STRATEGY FOR ENHANCING COMPETITIVENESS AMONG SELECTED SMALL MEDIUM ENTERPRISES IN NAIROBI COUNTY, KENYA

^{1*} Peris Gitau

**Post Graduate Student: School of Business and Economics
Daystar University**

***Corresponding Author's E-mail: perigits@yahoo.com**

² Mr. Joseph Munyau

**Lecturer, School of Business and Economics
Daystar University**

³ Mr. Waweru Jimnah

**Lecturer, School of Business and Economics
Daystar University**

Abstract

Purpose: To evaluate how social media can be used as a strategy that enhances competitiveness among the SMEs.

Methodology: The study adopted a descriptive research design.

Findings: The study results revealed that the social media platforms mentioned were namely, facebook, twitter, my space, website, flicker, tumblr, instagram, linkedin, stumble upon, whatsapp, skype and blogger. Results also showed that the respondents' frequency of use of facebook, twitter, website, tumblr, linkedin and whatsapp was high. Results indicated that the purpose for use using social media was to access customers and suppliers and to advertise products, to buy and sell online, to connect with suppliers, to manage customer relationships and to research on market competition and opportunities. Further, results revealed that adoption of social media has assisted their business to; access more customers, generate more profits, increase the sales, reduce the operational costs, increased customer relationship, increased efficiency and increased ability to tell on customer needs. The chi square results indicated that adoption of social media influenced organization competitiveness positively. Results also indicated that the respondents faced the challenge of lack of necessary skills, lack of a computer or phone, lack of internet connectivity, lack of finances and hacking of user accounts.

Unique contribution to theory, practice and policy: The findings of this study are important to the existing SME's, those who have physical premises and those who are yet to begin the business, because they will be provided for with information that will be used in future decision making. Adopt social media as a strategy that will impact the business competition. The findings of the study will also add value to the research and development department since they will know how to advice the strategy and design group on how to achieve a digital plat form without fail. The study will have a major significance in the Kenya government especially, devolution ministry, and the vision 2030 docket since it aims at development of information technology and advancement. The study will be used by financial institutions when advancing the customers on how to set up a business and how to reduce the cost.

Keywords: *Social Media, Strategy, Competitiveness, Social Media Platforms, Small Medium Enterprises*

INTRODUCTION

The business environment is rapidly growing; ranging from rivalry among existing firms, threats from upcoming companies, high bargaining power of suppliers, high bargaining power of the buyers (Porter, 2007) . This kind of market environment has created threats and opportunities at the same time (Barney, 2001). This has resulted in an extremely competitive environment. Many firms are motivated to adapt different strategies as to attain a competitive advantage the market. To gain competitive advantage over competitors; many organisations have applied different strategies. (Rycroft & Kash, 1999) staretgies applied include; company mergers, strategic alliances, (Afuah,1998), product differentiation, cost reduction strategy, differentiation among goods and services (Kotler & Armstrong, 2011). Due to technological advancement social media has gained popularity among business cooperation (Liu &Liu, 2009; Belland & Leone, 2010). Social media have stood out as one of the strategies that are being employed by companies that have an aim of going global. According to Harris and Rea (2009), social media technology increases competitive edge by lowering transaction cost and increasing efficiencies levels of doing business.

Social media have profoundly changed individuals interaction both locally and globally (Safko & Brake, 2009). Social media provide an online platform for enterprises that connects existing customers and also attracts new customers. Although social media can be easily set up at less cost as compared to traditional ways of communication. However, due to limited human and financial resources, many small businesses find it challenging to compete against large enterprises in social media use. Small businesses have jumped on the bandwagon of social media in recent years. Studies investigated the social media strategies that can help small businesses to survive and even thrive against large competitors in the social media arena, (Hea, Wangb&Zha, 2013).

Precisely how significant is social media in helping enterprises achieve competitiveness? Hea et al (2013) on a study of 32 small pizzerias in a mid-size U.S. city in terms of their social media use for business found that; Small pizzerias emphasizing social media use on community relations and social responsibility tend to be a successful in attracting and engaging customers.

This study also shed light on both practical strategies and successful practices of social media use by small businesses.

These studies have mostly focused on large enterprises, and there exists little evidence on the effect of same on small and medium-sized enterprises (SME's). This study seeks therefore to evaluate social media as a strategy to increase competitiveness among small medium enterprises in Nairobi County.

According to Smits and Mogos (2013), the introduction of more advanced and greatly accessible platform for business communication has forced business to find ways to adapt continually. Social media are gaining popularity and used in at differnt stages of business opeartons, including start-ups, small, medium-sized, and large organizations.

Background of the study

Smith and Taylor (2004) 21st century there has experienced a great shift from the traditional ways of buying and selling of goods and services. Traditionally most firms used radio, television, magazines and newspapers as a mode of advertisements. Information technology advancement has resulted to organisations advertising, selling their products online as opposed to setting up physical premises. This has strategy has a cost advantage as opposed to traditional marketing. This has been well embraced since the internet has provided an opportunity for the small micro enterprise to trade globally at the comfort of their desks and according to (Balogun, 2001) the internet has greatly changed the social life of people, business operations and the global interactions in terms of communication and relationship because through social media the communication is more frequent and interactive in nature. These changes have led to more social and business interactions, Identifying with opportunities the social platform has created room for the world to interact despite geographical barriers making it a global village.

But how does adaptation and adoption of new media like social media enhance enterprise competitiveness. The researcher will first attempt to understand what business competitiveness is and its probable connection to social media use strategy.

Organizational competitiveness

Organization competitiveness refers to how well an organization achieves its market oriented goals as well as its financial objectives and the value that it creates are above competitors being unable to adopt (Barney, 2001). The great innovation in the world is a great facilitator of competitiveness and also allows business to sustain viability in the global economy. Organizations want to commercialize new products, change in long process that will have a step ahead of the competition.

Timely adaptation to changing business environment is therefore an expected characteristic of competitiveness and Hammer (2000) notes the same posing that; organizations that can successfully create and implement major radical innovations in a small time are going to be the conquerors in the competitive arena. Such creativity is discontinuous; producing new products, procedures and business methods requires a quick break from the outdated rules (Hammer, 2002) because gradual enhancements while competitors reinvent the trade is like fiddling while Rome burns (Hamel & Prahalad, 1996).

While all the above is true, little is documented on the link between use of social media as a strategy for increasing competitiveness and Denyer, Parley and Flowers (2011) concurs that; “Despite extensive use of social media, little is known on the specific impact that these tools and technologies have on business process competition.”

But why is this phenomenon that is possible relationship between uses of social media vis-à-vis business competitiveness worth a deeper look at? It’s for the reason that according to Lee, DeWester and Park (2008), Osimo (2008), Bell and Leone (2010); social media tools are gaining popularity and are increasingly used in regular operations of many companies, ranging from start-ups and small and medium enterprises to large. Further Wetzstein, Leitner, Rosenberg, Dustdar, and Leymann, (2011) suggest that it’s in this context that it is important to understand the specific impact that social media have on business process performance.

Statement of the Problem

The market is rapidly growing hence, many new entrants in the market; this triggers competitions, to the extent of organizations trying to reach out to all customers irrespective of their geographical location. To match the competition SMEs are trying to achieve a competitive advantage through adopting of social media as a way of being in constant communication with customers who are not able to visit physical premises (Andridole, 2010).

With the rising cost of business operation SMEs are finding it hard to sustain the business, hence resolving to strategies that offer cheaper ways of conducting and running their firms, social media being one strategies adopted since it is a cheaper and convenient. While the relationship between strategy and a firm’s competitiveness has been studied and affirmed widely by several authors over the years; Hofer and Schendel (2004), Henderson (2000), Greenley (2001), Miller and Cardinal (2006) and David (2003) argue that firm’s record improved competitiveness once they effectively embrace strategic planning; very few studies exist that link how social media adoption as a business strategy can affect a firm’s competitiveness.

Carter (2014) recognize that SMEs are not the same and they differ in many ways including the age, number of employees, size of the business, level of education and their attitudes towards social media; this factors also affect the way the entrepreneurs want to handle customers as others want to handle them one on one while others are exposed to adopt social media. Harries et al (2009) points that SMEs often struggle to adopt social media due to lack of the appropriate skills, knowledge compared to bigger organizations, though , social media provides an opportunity to reduce this challenge since it reduces cost of operations. It is against this that the study evaluated whether social media can be used as a strategy to create competitiveness.

Purpose of the Study

The purpose of this study was to evaluate how social media can be used as a strategy that enhances competitiveness among the SMEs.

Objectives of the Study

The study was guided by the following objectives:

- To identify the existing social media platforms.

- To identify the extent to which social media platforms are used by SME's.
- To determine the effects of social media adoption on organisational competitiveness among SME's.
- To establish challenges experienced by small medium enterprises when using social media as a strategy for enhancing competitiveness among SME's in Nairobi County, Kenya.

THEORETICAL REVIEW

Media richness theory

According to Jagongo and Kinyua (2013) on their journal publication titled "The Social Media and Entrepreneurship Growth", they postulate that there exists media richness theory and that it is a combination of media richness theory, Self-presentation theory and Self-disclosure theory all previously discussed by Kaplan and Haenlin, (2010). Media richness theory assumes the assumption that poses any communication is to resolve ambiguity and reduce uncertainty. As explained by Jagongo and Kinyua (2013), Kaplan and Haenlin (2010) bring forth that media richness theory is based on the supposition that the goal of any communication is the resolution of ambiguity and the reduction of uncertainty. The theory puts forth that media differ in the level of richness they possess the amount of information they allow to be transmitted in a given interval. As such, some media are more effective than others. Self-presentation theory states that in any type of social interaction, people have the desire to control the impressions other people form of them. This is done with the aim of influencing others so you will get rewarded, as well as a wish to create an image that is consistent with one's individual personality. Self-disclosure theory deals with the conscious or unconscious revelation of personal information consistent with the image one would like to give. Further it helps to bring about close relationships. Combining the theories brings about some classification of social media While Bughin and Chui (2010) argues that social media was originally intended as a tool for friends to connect, communicate and share, Harris and Rae (2009) postulates it has evolved and it was later on adopted as a business communication tool, and that at present, scores of businesses have a presence on social networks as a way of supporting their business processes such as customer relationship management and marketing.

Media use and gratification theory

Media and gratification theory states that consumers actively seek media so as to satisfy their utilitarian needs (Taylor et al. 2013), Taylor et al (2011) categorised these hedonic and utilitarian motives into a structural dimension through the use of media to fill the empty surrounding by seeking information, and entertainment based on dimension that uses media to facilitate interpersonal relationships. Taylor et al., (2011) notes that users not only seek out advertisements content but also participate in the dissemination of advertisements to other consumers. The theory states that media users are driven by the need to expose themselves to base on their needs and gratification on their needs and gratification motives. According to Wood (2011), it is assumed that media use and gratification theory assumes that people exercise control over

interaction with mass communication. The use and gratification in this context is it attempts to explain what social and psychological needs motivate an audience to select a particular media platform. The theory has been used to investigate the extents of audience gratification in both traditional forms of advertisements and social media platforms. Social media was said to be deliberate, controversial and humours making memorable communication and people coming together

Five competitive forces model

Competitive strategy techniques analyses the industry against its competitors, Porter affirms that the strongest competitive force determine the profitability of the industry making it an important strategy formulation. Bargaining power of supplier this is an element featured in the model, it states that to enable them remain price competitive SME should work on retaining the costs lower over the suppliers (Porter, 2007) found forward integration is non existing between SME and suppliers.

Threats of new entrant's - new entrants in the industry come new capacity and high desire to gain the market share, making competition very stiff, this is evaded through the ability to set up high barriers of entry, adopt other ways of working and also reducing costs. If the entry barriers are low and new comers expect little retaliation from the entrenched competitors, the treat is high and industry profitability is moderated.

The Power of suppliers the pressure is so much that can be placed on the business. If one supplier has a large impact to affect the organisation margins and volumes then it holds substantial power due to things like high fixed cost, scarcity of resources, and existing loyalty of the major brands. Power of the buyer – this is how much pressure customers have a large impact to affect an organisation margins and volumes the customer holds substantial power there are no substitutes, switching to another competitive product is very costly. The availability of substitute is the likelihood that some will change a product or service if the cost of switching is low then this poses a serious threat that factors that affect substitute that include; small number buyers, price sensitive customers , switching to competitive products. Competitive rivalry this is the intensity of competitive between existing firms in the industry. Highly competitive industry generally earn how returns because of the competitive costs and high competition. The main issue is the similarity which can be termed as new entrant.

METHODOLOGY OF THE STUDY

The study used a descriptive research design. The population of this study was all the 98,608 SME's in Nairobi according to the Ministry of Trade. The target population for this study comprised of all the 1386 registered small medium enterprises located within Hurlingham area, according to the Ministry of Industrialization and Enterprise Development Kenya. This study adopted the use 10% of 1386 making the sample in these study 138 respondents. The sampling procedures or methods that were used for the field research were the convenience and purposive sampling procedures. The research used only primary data. Having come up with the sample, the researcher used well-structured open, close-ended and Likert-scaled questionnaires which were administered to the 138 independently systematically selected respondents. The researcher

enlisted the services of a research assistant who assisted in the field data collection based on the specified requirements. During the field research, respondents were pre-qualified with the first few questions forming the observation lists to determine if they qualify as the sample of interest; SME's operators/owners with businesses in Nairobi County. The study conducted a pre-test to test the reliability and the validity of the questionnaire. The pre-test was based on five SMEs. Data analysis was both quantitative and qualitative. Quantitative data was coded and fed into quantitative analysis software, in this case IBM SPSS Statistics v.20, for ease of analysis. Qualitative data especially from narrative responses was handled through message analysis. Analyzed data through descriptive statistics was presented in next chapter systematically through frequency distribution, tables and graphic representation of frequency distribution.

RESULTS OF THE STUDY

Response Rate

The number of questionnaires that was administered was 138. A total of 100 questionnaires were duly filled and returned. This represented an overall response rate of 72.4% as shown in the Table 1.

Table 1 Response Rate

Response	Frequency	Percent
Returned	100	72.4%
Unreturned	38	27.6%
Total	60	100%

Demographic Characteristics

Results showed that majority of the respondents were males as represented by 70% of all respondents, while females accounted for 30%. The results also indicated that 32% of the respondents were between 26-35 years, 32% were between 36-45 years, 17% were between 46-55 years, 11% were above 55 years while 8% were between 18-25 years. The results also indicated that 53% of respondents were College/University graduates, 44% were Post-University graduates while 3% accounted for those who had reached up to secondary school level. Further, the results indicated that 47% of respondents worked in a partnership type of business, 24% worked in family businesses, 21% in sole-ownership while 8% worked in other types of businesses such as private limited companies. Results also revealed that 43% of business had been in operation for 10-20 years, 36% had been in operation for 5-10 years, 11% had been in operation for less than 5 years and 10% had been in operation for more than 20 years. An analysis of the data at hand revealed that 40% of respondents engaged in wholesaling business, 31% engaged in the provision of professional services and 29% engaged in retail business. Results from the study also revealed that 50% of the respondents were in mid-level management, 28% in supervisory roles while 22% were in top-tier management positions. Results also revealed that 55% of respondents had worked for 3-5 years, 25% had worked for more than 5 years while 20% had been in employment for less than two years.

Descriptive Statistics

Social Media Platforms

The objective of the study was to identify the existing social media platforms. Results in Table 2 reveal that a majority of 73% used twitter, 68% used facebook, 57% used whatsapp, 37% used skype, 32% used stumble, 27% used instagram, 24% used flicker, 22% used tumblr while 22% used myspace.

Table 2: Social Media Platforms

Social media platforms	No	Yes
Facebook	32.00%	68.00%
Flicker	76.00%	24.00%
Stumble	68.00%	32.00%
Twitter	27.00%	73.00%
Tumblr	78.00%	22.00%
WhatsApp	43.00%	57.00%
MySpace	78.00%	22.00%
Instagram	73.00%	27.00%
Skype	63.00%	37.00%

Extent of Use

The second objective was to identify the extent to which social media platforms are used by SME's. Results indicated that all the SME's used social media platforms.

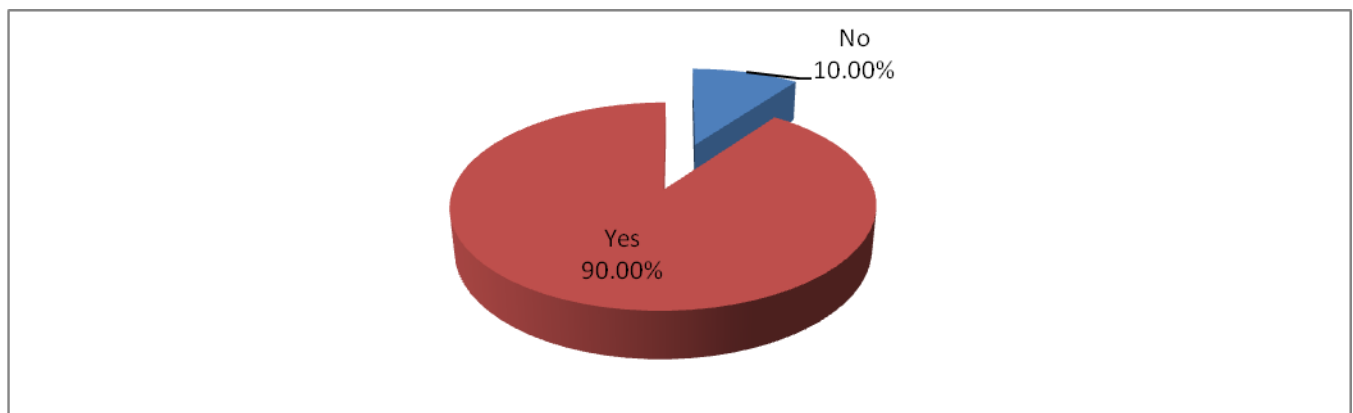


Figure 1: Use of Social Media

The study further sought to establish the frequency of use of a particular social media platform. Results in Table 3 revealed that a majority of the respondents (68%) frequency of use of facebook was high, a majority of the respondents (65%) frequency of use of twitter was high, a majority of the respondents (68%) frequency of use of myspace was low, a majority of the respondents (73%) frequency of use of website was high, a majority of the respondents (78%) frequency of use of flicker was low, a majority of the respondents (58%) frequency of use of

tumblr was high, a majority of the respondents (79%) frequency of use of instagram was low, a majority of the respondents (81%) frequency of use of linkedin was high, a majority of the respondents (62%) frequency of use of stumble upon was low, a majority of the respondents (75%) frequency of use of whatapp was high, a majority of the respondents (70%) frequency of use of skype was low while a majority of the respondents (71%) frequency of use of blogger was low.

Table 3: Frequency of Using Social Media Platform

Frequency of Using Social Media Platform	Very Low	Low	Neutral	High	Very High
Facebook	32.00%	0.00%	0.00%	6.00%	62.00%
Twitter	33.00%	0.00%	2.00%	14.00%	51.00%
MySpace	68.00%	0.00%	0.00%	2.00%	30.00%
Website	27.00%	0.00%	0.00%	8.00%	65.00%
Flicker	78.00%	0.00%	0.00%	1.00%	21.00%
Tumblr	42.00%	0.00%	0.00%	8.00%	50.00%
Instagram	79.00%	0.00%	0.00%	5.00%	16.00%
LinkedIn	19.00%	0.00%	0.00%	33.00%	48.00%
Stumble Upon	62.00%	0.00%	0.00%	5.00%	33.00%
WhatsApp	25.00%	0.00%	0.00%	28.00%	47.00%
Skype	70.00%	0.00%	0.00%	3.00%	27.00%
Blogger	57.00%	14.00%	0.00%	3.00%	26.00%

Purpose of Using Social Media

The respondents were asked to indicate the purpose of using social media. Results in Table 4 show that a majority (90%) of the respondents used social media to access customers and suppliers, 90% to advertise products, 68% indicated that they did not use social media to buy and sell online, 69% indicated that they did not use social media to connect with suppliers, majority (77%) used social media to manage customer relationships while 79% used social media to research on market competition and opportunities.

Table 4: Purpose of Use of Social Media

Purpose for Social Media	No	Yes
Accessing customers and suppliers	10.00%	90.00%
Advertising products	10.00%	90.00%
Buying and selling online	68.00%	32.00%
Connecting with suppliers	69.00%	31.00%
Managing customer relationships	23.00%	77.00%
Research on market competition and opportunities	21.00%	79.00%

Effects of Social Media Adoption on Organizational Competitiveness

The objective of the study was to establish the effects of social media on organization competitiveness. Results in Table 5 indicate the results of the state of business before using social media. Results showed that all the respondents disagreed that before starting using social media their business was not generating any profits, 77% of the respondents agreed that before adopting social media they had a low customer base, 64% of the respondents agreed that before adopting social media their sales were low, 85% of the respondents agreed that before adopting social media their operational costs were high, 85% of the respondents agreed that before adopting social media they took longer to respond to customer queries, 80% of the respondents agreed that before adopting social media their efficiency levels were low while 85% of the respondents agreed that before adopting social media for my business was not well known in the market.

Table 5: Before adopting Social Media

State of business before adopting social media	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree
Before I adopted social media my business was not generating profits.	100.00%	0.00%	0.00%	0.00%	0.00%
Before I adopted social media I had a low customer base.	0.00%	0.00%	0.00%	23.00%	77.00%
Before I adopted social media sales were low.	0.00%	0.00%	0.00%	36.00%	64.00%
Before I adopted social media operational costs were high.	0.00%	0.00%	0.00%	15.00%	85.00%
Before I adopted social media I took longer to respond to customer queries.	0.00%	0.00%	0.00%	15.00%	85.00%
Before I started using social media my efficiency levels were low.	0.00%	0.00%	0.00%	20.00%	80.00%
Before I started using social media for my business was not well known in the market.	0.00%	0.00%	0.00%	15.00%	85.00%

Results in Table 6 indicate the results of the state of business after using social media. Results showed that majority of the respondents (86%) agreed that since the adoption of social media their business accesses more customers, majority of the respondents (83%) agreed that adoption of social media has helped their business to generate more profits, 83% of the respondents agreed that since they started using social media for their business their sales have increased, 87% of the respondents agreed that since they started using social media their operational costs are low, 84% of the respondents agreed that since they started using the business has increased customer relationship, 89% of the respondents agreed that since they started using social media the levels of efficiency have increased while 90% of the respondents agreed that since they adopted social media in their business they can tell on customer needs.

Table 6: After adopting Social Media

Effects of social media adoption	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree
Since I started using social media for my business my business is generating more profits	10.00%	0.00%	4.00%	10.00%	76.00%
Since I started using social media for my business reaches out to many customers.	8.00%	2.00%	7.00%	13.00%	70.00%
Since I started using social media for my business my sales have increased.	6.00%	4.00%	7.00%	17.00%	66.00%
Since I started using social media my operational costs are low.	6.00%	4.00%	3.00%	7.00%	80.00%
Since I started using social media the business has increased customer relationship.	8.00%	2.00%	6.00%	18.00%	66.00%
Since I started using social media the levels of efficiency have increased.	6.00%	3.00%	2.00%	15.00%	74.00%
Since the business adopted social media, have can now tell on customer needs.	7.00%	3.00%	0.00%	10.00%	80.00%

Further, the respondents were asked to indicate whether they perceive social media to be a significant contributor to driving business competitiveness. All the respondents indicated that social media is a good contributor to driving business competitiveness since it assist in increasing the customer base since it is more interactive, cheap in terms of operations and convenient. They added that socila assists them to maintain customer relationships. This results to increased business competitiveness.

Challenges

The objective of the study was to establish challenges experienced by small medium enterprises when using social media as a strategy for enhancing competitiveness among SME's in Nairobi County, Kenya. Results in Table 7 revealed that majority of the respondents (85%) faced the challenge of lack of necessary skills, 80% faced the challenge of lack of a computer or phone, 80% faced the challenge of lack of internet connectivity, 80% faced the challenge of lack of finances while 85% of the respondents faced the challenge of hacking of user accounts.

Table 7: Challenges

Challenges experienced when adopting social media	No	Yes
Lack of necessary skills	85.00%	15.00%
Lack of computer/phone	80.00%	20.00%
Lack of internet connectivity	80.00%	20.00%
Lack of finances	80.00%	20.00%
Hacking of user accounts	85.00%	15.00%

Inferential Statistics

This section provides results from cross tabulation and correlation between use of social media and its effect on the organization competitiveness.

Chi Square Statistics for Organization Competitiveness

Results in Table 4.8 show that the relationship between since i started using social media for my business my business is generating more profits and use of social media was significant ($X^2=81.667$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.684$, $p=0.000$). The results also showed that the relationship between since i started using social media for my business reaches out to many customers and use of social media was significant ($X^2=80.754$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.629$, $p=0.000$). The results also showed that the relationship between since i started using social media for my business my sales have increased and use of social media was significant ($X^2=80.283$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.587$, $p=0.000$).

Further, the results showed that the relationship between since i started using social media my operational costs are low and use of social media was significant ($X^2=80.694$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.658$, $p=0.000$). The results also showed that the relationship between since i started using social media the business has increased customer relationship and use of social media was significant ($X^2=89.630$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.662$, $p=0.000$). The results also showed that the relationship between since i started using social media the levels of efficiency have increased and use of social media was significant ($X^2=81.620$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.660$, $p=0.000$). The results also showed that the relationship between since the business adopted social media, have can now tell on customer need and use of social media was significant ($X^2=89.037$, $p=0.000$). The finding was also supported by a significant correlation coefficient ($R=0.604$, $p=0.000$). This implies that adoption of social media influenced organization competitiveness.

Table 8: Chi Square Statistics for Organization Competitiveness

Variable	Category	Strongly Disagree	Disagree	Moderately Agree	Agree	Strongly Agree	Pearson Chi square	Correlation
Use of social media in your business	No	9	0	1	0	0	$X^2=81.667$ (p=0.000)	R=0.684 (p=0.000)
	Yes	1	0	3	10	76		
Total		10	0	4	10	76		
Use of social media in your business	No	7	2	1	0	0	$X^2=80.754$ (p=0.000)	R=0.629 (p=0.000)
	Yes	1	0	6	13	70		
Total		8	2	7	13	70		
Use of social media in your business	No	5.00	4.00	0.00	1.00	0.00	$X^2=80.283$ (p=0.000)	R=0.587 (p=0.000)
	Yes	1	0	7	16	66		
Total		6	4	7	17	66		
Use of social media in your business	No	6	3	0	0	1	$X^2=80.694$ (p=0.000)	R=0.658 (p=0.000)
	Yes	0	1	3	7	79		
Total		6	4	3	7	80		
Use of social media in your business	No	6	3	0	1	0	$X^2=89.630$ (p=0.000)	R=0.662 (p=0.000)
	Yes	0	0	2	14	74		
Total		6	3	2	15	74		
Use of social media in your business	No	7	2	0	0	1	$X^2=81.620$ (p=0.000)	R=0.660 (p=0.000)
	Yes	0	1	0	10	79		
Total		7	3	0	10	80		
Use of social media in your business	No	6	3	0	0	1	$X^2=89.037$ (p=0.000)	R=0.604 (p=0.000)
	Yes	0	0	5	11	74		
Total		6	3	5	11	75		

CONCLUSIONS

Based on the findings, the study concluded that the existing social media platforms were namely facebook, twitter, my space, website, flicker, tumblr, instagram, linkedin, stumble upon, whatsapp, skype and blogger. Based on the findings the study also concluded that the extent of use of facebook, twitter, website, tumblr, linkedin and whatsapp was high. Based on the findings the study also concluded that effects of social media adoption on organisational competitiveness among SME' were namely easier access more customers, generate more profits, increase the sales, reduce the operational costs, increased customer relationship, increased efficiency and increased ability to tell on customer needs. The study concluded that adoption of social media influenced organization competitiveness positively.

Further, based on the findings the study concluded that the challenges experienced by small medium enterprises when using social media as a strategy for enhancing competitiveness among SME's in Nairobi County, Kenya included the challenge of lack of necessary skills, lack of a computer or phone, lack of internet connectivity, lack of finances and hacking of user accounts.

RECOMMENDATIONS

The study recommended that SME's should be encouraged to innovate ways of reducing risk and operational cost. This can be done through provision of incentives for efficient organisation production. The study also recommended that SME's owners should take the initiative to train their workers on the necessary skills required to run social media accounts since use of social media can give them a competitive advantage. Further, the study recommended that the government should come up with stringent measures to be taken against those who are caught with the offence of hacking accounts. This will be a good strategy to boost social media security and will encourage its users to continue using it without fear.

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