

Impact of integrated marketing communications mix (IMCM) in small to medium enterprises (SMEs) in Zimbabwe as a marketing tool

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ABSTRACT

The SME sector in Zimbabwe has assumed greater importance as the main employer of the displaced workforce, as well as being the main contributing sector to the economy of the country as supplier of essential goods and services. However, the many players in this sector do not seem to appreciate the critical role played by the marketing communications mix in getting their products and services to the market and making the potential customers aware of these products and services, the quality and benefits of the offerings. While the subject of IMCM in general has been extensively covered, there has not been a direct study relating to SMEs in Zimbabwe. However, the study will focus mainly on the effectiveness of adopting IMCM in small enterprises not the minute details of the various elements of the IMCM.

Keywords; Small to medium Enterprises (SMEs); Integrated Marketing Communications Mix; Promotion; Advertising; Sales Promotions; Personal selling; Direct marketing; Public relations.

INTRODUCTION

Small and medium enterprises play a major role in both the developing and developed world. They are regarded as the engine of economic growth globally (Amin and Banerjee, 2007). Madsing (1997) says that small and medium enterprises (SMEs) are responsible for 65% of employment and 57% of Gross Domestic Product (GDP) within the UK. SMEs make a major contribution to private sector output and employment (Storey, 1994). They play tremendous roles in the provision of goods and services, employment generation and they enhance competition and entrepreneurship. They contribute to the Gross Domestic Products (GDPs) of many countries and create a better standard of living (Beck, Asli Demirguç-Kunt, and Vojislav Maksimovic, 2005). According to Kotler (2005), there have been very few studies conducted in relation to the relevance, significance and meaning of marketing communications in the context of small and medium sized enterprises (SMEs). This situation may have changed over the years but is still the case in the context of SMEs in Zimbabwe. The management of SMEs do not emphasize the promotion of goods and services. There is no proper planning in promoting their products and services (Customer survey report, 2009).

BACKGROUND

SMEs in Zimbabwe have grown since the introduction of the Economic Structural Adjustment Program (ESAP) when Zimbabwe attained full sovereign status (Bhalla, Davies, Chitiga-Mabugu, and Mabugu, 1999). The introduction of the Economic Structural Adjustment Programme (ESAP) in 1991 resulted in loss of employment and the shrinking of the formal job market, impoverishment of people, thereby creating conditions for the proliferation of the SMEs. The land reform programme had a serious impact on companies operating in the agricultural sector, and in particular, SMEs. The Indigenisation Bill (yr?) which promulgated the transfer of 51% shares from the big international companies to indigenous people created a wave of uncertainty and disinvestment, adding to the high levels of unemployment and the creation of more rickety SMEs.

The continued rural to urban migration spurred by a search for better opportunities in urban areas did not help either. This resulted in cities and towns becoming over-populated with people looking for employment in an economy with decreasing formal employment, resulting in them joining the SME sector. In addition, Zimbabwe's education system which expanded rapidly after independence produces thousands of job seekers every year, with little chance of finding work in an economy that saw 400 companies shut down (Kumbawa, 2002). The HIV/AIDS pandemic further fuelled the rush into the sector as many people, particularly women and children, suddenly acquired new roles of being bread winners after the family bread winners fall sick or die of AIDS. They are forced to find employment, mainly in the informal sector (an integral part of the SME sector) to earn a living (Bhalla *et al.*, 1999).

Zimbabwe's economic downturn from the year 2000, resulting in companies closing down or downsizing their operations, was another scourge that put pressure on the SME sector. Foreign companies left the country and invested in South Africa and other countries in the region (Kumbawa, 2002). Many people in Zimbabwe lost their jobs and started their own businesses, resulting in a high proliferation of SMEs in different sectors of the economy. Bhalla *et al.* (1999) states that the growth of SMEs in Zimbabwe represented annual growth in turnover of 28 per cent between 1991 and 1995. SMEs contributed significantly to the economy, providing the goods and services that were in short supply from the year 2000 onwards, when large companies failed to produce enough to meet demand.

With the advent of a Government of National Unity (GNU) in February 2009, the political situation in the country became more stable and a little more conducive for business operations, especially SMEs. According to the African Economic Outlook (2011), the establishment of the Government of National.

Today, SMEs in Zimbabwe are still the major producers of goods and services as most companies are still facing financial problems to boost their production. Against this background, analysts believe employment in the informal sector has far surpassed that in the formal economy, where only about 40% or 2.7 million of the 6.7 million working adults in Zimbabwe are still employed (<http://www.gdrc.org/informal/6-zimbabwe.html>, accessed on 14-09-2010). Zimbabwe's unemployment rate has hiked to 94%, meaning that only a few people were formally employed and the rest were in the SME sector (CZI Business Intelligence Report, 2010). Therefore, SMEs and micro-enterprises play a critical role in respect of both output and employment.

EMPIRICAL STUDIES ON SMES AND THE MARKETING COMMUNICATIONS MIX

Beaver (2002) observed that there is no universal definition of small business. The technical definition of SMEs varies from country to country and industry to industry, depending on the size of the economy. According to Beaver (2002), a small business can be defined qualitatively or quantitatively. Qualitative classification defines SMEs in terms of ownership whereas defining it quantitatively is done according to the number of employees, owner's equity, annual turnover or revenues and asset value (Beaver, 2002). This study adopts the which stipulates that small enterprises are independently owned, financed and operated and individually, they have relatively little impact on their respective industries (Hodget and Kuratko, 1997).

In any economy the world over, SMEs contribute very significantly in terms of employment creation and economic growth. SMEs have provided practical solutions to challenges such as poverty and declining household incomes to meet family basics such as food, school fees, and access to health services, among others (Mukras, 2009). The development of the SMEs sector is therefore of paramount importance for any country irrespective of their level of development (Kiot, 2005).

Among the various factors that facilitate the development and expansion of the SME sector is the ability of the entrepreneurs to ensure the market is educated about the existence of the product or service, its quality attributes, benefits and efficacy. To achieve this, the entrepreneur (manager) needs to engage an effective communications marketing mix (integrated marketing communications mix). Marcomm Wise (2006) defines marketing communications as all strategies, tactics, and activities involved in getting the desired marketing messages to intended target markets, regardless of the media use. Marketers have access to numerous forms of communication, referred to collectively as the marketing communications mix. Different authors have come up with varying elements of the communications mix. For example, Lovelock and Wirtz, (2004) says the communications mix includes advertising, personal selling, publicity, public relations, sales promotions, instructional materials, and corporate design. Customers need information about the features of the product, its price and how they can access it in order to make informed purchase decisions. This means that, having good effective communication channels adds value to the product of the company as customers have confidence in their purchase (Potluri, 2008). Marketing communications affect the formation of brand, the brand image and consequently brand equity (Biedenbach and Marell, 2009). Nielsen (2009) advocates the creation of synergies across media to produce additional uplift. This can be achieved through an appropriate marketing communications media mix. A constant brand message must be conveyed and

tailored to how the consumer interacts with specific media. The various communications mix elements are mutually reinforcing (Kotler, 2005), creating synergies in uplifting the brand image of the service or product. However, for these synergies to be realised, the communications mix must be run through the most effective communications media. This is reflected Delozier's (2006) statement that all elements of the marketing mix must be effectively communicated through relevant channels of information.

Kotler (2006) defines marketing communications mix as the "Promotion" of the marketing Ps (Product, price, promotion and placement, people, process and physical evidence) and covers every method and medium of communicating with a target audience. He points out that, in many ways, the marketing communications mix is the heart of a marketing strategy around which everything else in sales and marketing is predicated. In line with this, Hakansson (2005) posits that promotion appears as an issue of how to create an optimal mix of marketing communications tools in order to get a product's message and brand from the producer to the consumer. He further says, if business consists of creating value *and* creating customers, marketing communications covers exactly how to create customers by taking the value message to the market. Marketing communications mix plays a critical role in informing consumers about products and services, including where they can be purchased and in creating favourable images and perceptions (Kotler, 2006).

Elements of Marketing communications mix

McCarthy (1998) defines the Marketing communications mix as the specific mix of advertising, personal selling, sales promotion, public relations, and direct marketing, a company uses to pursue its advertising and marketing objectives.

Advertising helps small business to sell their Unique Selling Proposition (USP) to the prospective customers and reach out to large audiences to create brand images and appeals in a cost effective way. A USP can make a business super successful and differentiates an SME's offering from the rest of the pack (Frey 2003, 23). Small enterprises supplying products and services targeted at mass consumer markets find advertising critical (Belch and Belch 2003, 17). SMEs can also advertise their guarantee on services and products especially on the web (Frey 2003, 66). An SME can use print media – newspapers, trade magazines, fliers and brochures; outdoor advertising – billboards, kiosks, tradeshows and events (Low, 2005); broadcast advertising – television, radio and the internet; covert advertising – advertising in movies; surrogate advertising – advertising indirectly under cover of other products; Public Service Advertising – advertising for social causes (conveys socially relevant messages about important matters and social welfare causes like AIDS, energy conservation, political integrity, deforestation, illiteracy and poverty); Celebrity Advertising – signing up celebrities for advertising campaigns, which consist of all sorts of advertising including, television advertising or even print advertisements. Bass (2002) says that celebrity advertising is not common in SMEs because it is expensive.

The integrated marketing communications mix is a comprehensive marketing communication plan that combines and evaluates a variety of strategic communication disciplines – general advertising, personal selling, sales promotion, direct marketing, public relations, sponsorships and others, to provide clarity, consistency and maximum communication impact (Du Plessis, Jooste and Strydom, 2005:369). Kotler (2006) adds that the mix also includes product styling and prices, the package's shape and colour, the salesperson's manner and dress and the place's décor. All this communicates something to the buyer. He further posits that marketing communications are the means by which firms attempt to inform, persuade and remind consumers, directly or indirectly, about the products and brands that they sell. They

tell the consumer how and why a product is used; by what kind of person; where and when; who makes the product; what the company and brand stand for; and it can give consumers an incentive or reward for trial and usage. Marketing communications mix thus plays a critical role in creating awareness and arousing interest and desire of trial and ultimately purchase of the product/service. It can contribute to the brand equity by crafting brand image and embedding the brand in the consumer's memory (Kotler, 2006).

In one study that was carried out in Nigeria Onah & Ogwo (1991) found out that small businesses pay little attention to the promotion of their products. Advertising and other methods of promotion are not adequately used. Many of them do not participate in trade fairs and exhibitions. This kind of orientation inhibits their growth and ability to compete with larger companies and the general market at large. Other limitations impeding use of promotions mix relate to budgetary constraints. As a result of budget constraints the promotions can be of poor quality which can undermine the sale of a good product. On the other hand, where promotion is overdone, when the clients find out that the product is of poor quality, they are likely to end up boycotting the product. This is detrimental to the survival of the small business enterprise.

By their very nature, these enterprises are usually small in size, family owned, and are subject to both internal and external bottlenecks that hamper their development (Meier, 1993). The internal bottlenecks include lack of qualified and competent personnel, lack of funding and technological competitiveness (Tilley and Tonge, 2003) to run functions that support the effective planning, initiation and the implementation of promotional programmes.

The lack of competence and appreciation for promotion was noted by Ogechukwu and Latinwo (2010), in the case of Nigeria, where he noted lack of understanding the need for, and the manner of application of the marketing concept. Most of the small business players think promotion is for large businesses, which do it because they are big, whereas the reverse is true.

The small enterprises also face external bottlenecks that hamper their progress, and there is little, if any they can do to counter these. The bottlenecks include lack of demand for products, access to capital, economic and political marginalisation through 'segregatory' policies hinging on aspects of property rights, security of tenure and public procurement procedures, overvalued currencies that render imports more lucrative, bureaucratic tendencies, and distorted markets due to infrastructure and communication deficits. In Zimbabwe for example, all large companies require that all their suppliers be in possession of tax clearance (VAT) papers. Most small business may not have these, and ultimately they cannot be allowed opportunities to supply the large businesses, regardless of whether they have the capacity to supply or the quality. This is also regardless of whether their products are adequately promoted or not. Given these scenarios, small businesses end up justifying that not much positives are reaped from promotion as long as the external bottlenecks hampering their business are not addressed. Given the existence of these external factors which cannot be easily eliminated, promotion ceases to be a critical success factor for the small businesses.

CRITIQUE AGAINST EFFECTIVENESS OF IMCM AS A MARKETING TOOL

Not every promotional activity results in positive outcomes

While it is correct that promotion yields positive results and ultimately business growth, it is not automatic that everyone who runs promotional activities is guaranteed of winning. It is mostly how the promotion is run. Thorough planning is essential, so that the implementation of the promotion

programme is such that positive outcomes can be achieved. Promotion does not yield immediate tangible success, hence the need to commit resources towards it, in anticipation for future (indirect) payback. Kotler (2003) explicitly put it when he expressed that it is one thing to create awareness, it is another thing to sustain the attention attained, and still another thing to trigger action (in the form of purchasing the promoted product/service). He thus emphasised that it is not guaranteed that every promotional effort results in a sale, therefore promotion on its own cannot be deemed critical for a small business.

Promotion can be omitted from a marketing mix without much harm

Unlike the other three 'P's' of a marketing mix (Lancaster and Reynolds, 2005), promotion can be omitted from a marketing mix programme without noticeable immediate detrimental effects. Price, place and product are indispensable. No-matter how much of promotional effort a company can engage in, if the product quality, price and distribution channels are not superior or competitive, customers can still shun these products. Promotion cannot sell products that are unacceptable to the market, no matter how much persuasive and pervasive the promoter can be.

Kotler (2005) points to an insufficient marketing budget leading to inability to an effective mix of the marketing elements. This is in line with Longenecker *et al.* (2003) who stressed the need for small businesses, in a bid to adapt to the small marketing budget, to give special emphasis to personal communications methods where the market is small and/or when the businesses have a limited number of customers. He also points out that small firms are limited in their design of the marketing mix by the limits of their **budget. He further posits that personal communications by small firms frequently means communication by the owner/manager/entrepreneur himself/herself.**

Small business treat marketing communications as a collection of isolated tools and activities such as brochure and video distribution, advertising, and so forth, instead of being treated as an integrated system and as such becomes ineffective.

IMPORTANCE OF IMCM

Promotion improves attitude and feelings towards a product/service (affective dimension of behavior). Promotion is critical in small business enterprises because Customers need to be introduced to a new product/service and the value that it can add to their lives should be explained so that they understand and then come to like the product (Lancaster and Reynolds, 2005). Promotion ensures the customer attains information and ideas which are key to the customer's decision about the product/service. Promotion is therefore critical as an information and knowledge dissemination tool. 'Knowledge is power' and a customer is therefore empowered once he is knowledgeable about a product/ service.

Promotion leads to conviction and purchase of a product (cognitive aspect of behaviour).

Conviction and purchase are the actions that a customer takes in response to the 'stimulus and energy' that will have been 'induced' by product awareness, knowledge, liking and preference (Lavidge and Steiner, 1961). The customer can thus end up acquiring the product/service, and possibly thereafter make a repeat purchase of the same if some satisfaction and/or perpetual stimulation are achieved through persistent promotion. After the purchase, the customer still needs to be reminded, persuaded and

convinced that they made the right choice in buying that product. Once the customer is convinced that the initial purchase was a right decision, they are inclined to do a repeat purchase/ acquisition, and ultimately become loyal customers. In today's markets, customer loyalty is critical. Bowen and Chen (2001) pointed out that 'there is a positive relationship between customer loyalty and profitability'.

Promotion ultimately leads to business growth

'Businesses do not advertise because they are big; they are big because they advertise' (Author unknown). This statement stresses the need for small businesses to promote their products/services so that they can grow. If successfully planned and implemented, promotion can ultimately lead to a company's growth through increase in sales volumes. Sales are made much easier, and sales volumes can increase when consumers are informed, are knowledgeable, and possess much more interest in a product due to prior advertising (Lancaster and Reynolds, 2005).

Promotion ensures the small business remains competitive and successful

Baker (1979) and Doyle (1985) identified lack of marketing orientation as the major factor for business failure. Besides, they also noted that small manufacturers pay little attention to the promotion of their products. Advertising and other methods of promotion are not adequately used. There is no other way of creating awareness of their innovations and stimulating consumers to action than promotion. Even, many of them do not participate in trade fairs and exhibitions. This also inhibits their growth and ability to compete with larger companies.

WAY FORWARD FOR PROPER COMMUNICATIONS MIX.

The need for integrated marketing communications

Kotler (2005) highlights that consumers receive so much information from marketers and screen out a good deal of it, it is important for marketers to devise communications that offer consistent messages about their products and are placed in media that consumers in the target market are likely to use. The answer to the screening effect is the adoption of the concept of integrated marketing communications, whereby the company carefully integrates and coordinates its many communications channels to deliver a clear, consistent, and compelling message about the organization and its products. IMC is intended to build a strong brand identity in the marketplace by tying together and reinforcing all your images and messages in a consistent and positive way at all contact points (Kotler, 2005).

The shift from mass marketing to targeted marketing, with its corresponding use of a richer mixture of communications channels and promotion tools, poses a problem for marketers (Kotler, 2005). Consumers are being exposed to a greater variety of marketing communications from and about the company from an array of sources. However, Schultz *et al.* (1993) is of the view that customers do not "distinguish between message sources the way marketers do. In the consumer's mind, advertising messages from different media such as television, magazines, or online sources—blur into one. Messages delivered via different communications approaches—such as advertising, personal selling, sales promotion, public relations, or direct marketing all become part of a single message about the company. Conflicting messages from these different sources can result in confused company images and brand positions. All too often, companies fail to integrate their various communications channels. The

result is a mixture of different communications to consumers. Mass advertisements say one thing, a price promotion sends a different signal, a product label creates still another message, company sales literature says something altogether different, and the company's Web site seems out of sync with everything else."

Nowak and Phelps, (1994) argued that the "problem is that these communications often come from different company sources. The advertising department or advertising agency plans and implements advertising messages. Sales management develops personal selling communications. Other functional specialists are responsible for public relations, sales promotion, direct marketing, online sites, and other forms of marketing communications. Such functional separation has recently become a major problem for many companies and their Internet communications activities, which are often split off into separate organizational units" (Nowak and Phelps, 1994). These new, forward-looking, high-tech functional groups, whether they exist as part of an established organization or as a separate new business operation, commonly are located in separate space, apart from the traditional operation," observes one integrated marketing communications expert.

"They generally are populated by young, enthusiastic, technologically proficient people with a burning desire to 'change the world,' " he adds, but "the separation and the lack of cooperation and cohesion" can be a disintegrating force in marketing communications (Kotler 2005:54). In the past, no one person was responsible for thinking through the communication roles of the various communication tools and coordinating the communications mix.

Today, however, many companies are adopting the concept of integrated marketing communications (Kotler 2005:66). Under this concept, , the company carefully integrates and coordinates its many communications channels to deliver a clear, consistent, and compelling message about the organization and its products. As one marketing executive puts it, "IMC builds a strong brand identity in the marketplace by tying together and reinforcing all your images. IMC means that all your corporate messages, positioning and images, and identity are coordinated across all marketing communications venues (Nowak and Phelps, 1994).

Kotler (2005) maintains that IMC solution calls for recognizing all contact points at which the customer may encounter the company, its products, and its brands. Each brand contact will deliver a message, whether good, bad, or indifferent. The company must strive to deliver a consistent and positive message at all contact points.

To help implement IMC, some companies appoint a marketing communications director or manager, who has overall responsibility for the company's communications efforts (Armstrong, 1999). IMC produces better communications consistency and greater sales impact. It places the responsibility in someone's hands where none existed before to unify the company's image as it is shaped by thousands of company activities. It leads to a total marketing communications strategy aimed at showing how the company and its products can help customers solve their problems (Kotler, 2005).

FINDINGS, DISCUSSIONS AND ANALYSIS OF RESULTS

The study revealed that management at the majority of SMEs did not emphasise the need for marketing communications' let alone integrated communications marketing mix to their employees. This shows that whatever little promotion was carried out in the organizations was mainly based on the whims of those in positions of power. There was no deliberate communications programme which involved the organization in a holistic fashion. It was noted that little effort is put into implementing communications mix by SMEs. This contradicts Ka-Mann and Gerald, (2005) who state that marketing

communications play a critical role in informing consumers about products and services, including where they can be purchased and in creating favorable images and perceptions. Promotions pertaining to price offers are important tactics used to influence consumer behavior. Promotions such as price discounts and “buy one get one free,” are effective communications tools for encouraging consumers to buy (Ka-Mann and Gerald, 2005). Hung and Le Hong (2005) recommends that plans for promotions should be top down strategy built plans, with tactical bottom-up purchase analysis and that they should be monitored frequently.

Hakansson (2005) also states that firms should place emphasis on promotion because an optimal mix of marketing communications tools gets a product’s message and brand image to the consumer. If SMEs are not promoting their products, this negatively affects brand building.

Management admitted that they are not communicating their products to their customers. According to Krake (2005), Bunnett and Smith (2002) and Hill and Wright (2001), promotion in SMEs focuses on product and price, use of brochures which are largely sales oriented, implying that building strong brands is not a high priority issue. This exposes the failure of SMEs to appreciate the functions of the communications mix and how an organization can benefit from an integrated communications programme. Where management engage limited promotion, it was noted that they do not plan what methods they will use prior to embarking on a communications mix to communicate to customers. This is a clear indication that the SMEs do not appreciate the importance of planning their communications mix to make a positive impact on their customers. This negates Carson (1990) who uses different marketing models to evaluate the performance of small firms and concludes that market planning, with some adaptation, could benefit SMEs’ in communicating product considerations. The study results point to a weak implementation of interactive communication in the process of marketing communications in Zimbabwe’s SMEs. The findings are in line with Said’s (2000) observation that there is a lack of proper marketing practices and pursuit for market knowledge and information in SMEs.

Overally the study showed that little promotion is done in SMEs in Zimbabwe, let alone a proper integrated marketing communications mix programme. Those who did, mainly used fliers and a few, mentioned the radio. Just a handful use the newspapers and television advertisements. Those who used fliers felt the fliers reached the right target as they were mainly distributed to people driving to and from work and those shopping in town as they go about their shopping. This tends to be rather ad hoc and is unlikely to yield the desired results.

RECOMMENDATIONS

Education: The first thing required is to ensure management or owner managers understand what is, and the importance of IMCM. This can only be achieved by a deliberate programme of training and development for management of SMEs. The Ministry of Small and Medium enterprise and the ZimTrade offer these courses but they should be more accessible to those organisations without much financial resources. In a similar vein, management should ensure that their employees who handle marketing issues for the organization are also trained.

The Governments should assist them through organizing regular marketing workshops and seminars via the Ministry of Small Enterprises. In order to move away from this prevailing situation and build up some dynamism in its operations, small businesses should also be involved in strategic marketing planning (Ogechukwu, 2010).

It is recommended that SMEs employ management who have the proper know- how and skills to plan and implement the company’s marketing communications mix. SMEs should be able to adjust to

the requirements of the market which are always dynamic and should be flexible enough to change their operational strategies in relation to the changes in the market place.

Proper planning and allocation of resources should be done for the implementation of marketing activities. SMEs should seek services of advertising agents and consult experienced marketing personnel on how best to implement and undertake the marketing communications mix. The resources allocated for the marketing activities can also be used to pay for the outsourced marketing communications services

SMEs need cost effective and efficient marketing communications mix which are commensurate with their resources. They should adopt those promotional activities that will be effective for their type of business, resources and customers. There is also need for small business to avoid sophisticated, integrated marketing approaches which are difficult to implement in a small set up and also which are costly to the business. The small business owner should rely on little things that can take their business to greater heights.

In a lot of cases, small businesses suffer from limited promotions as they are not structured. They tend to be reactive to competitor activity or events happening in the community they operate. The end result is under-pricing as a competitive strategy, which erodes the business profits. The owner manager has to look for events and programs with natural tie-ins that reinforce the image of their created brand. For example, a small business can sponsor a golf tournament if they are a sporting goods store. In essence, they need to keep their pulse on competition and come up with innovative programmes that set them apart from the rest.

Most important, the education curriculum should introduce a curriculum which includes entrepreneurship even from primary school up to tertiary level. At tertiary level, learners should engage in a proper small business venture and apply all the business knowledge acquired throughout their education. Government should reconsider the reestablishment of the old schools which focused on education for living, doing practical subjects with and entrepreneurial slant rather than try to channel every student into the academic educational stream.

CONCLUSION

Promotion is critical to the success of a small business enterprise. However, it cannot be applied as a strategy in isolation, since the other elements of the marketing mix play a critical role in contributing to the overall success of the business. Unlike the other marketing mix elements (price, place of distribution and product), promotion is an activity that needs the channeling of resources towards it, and does not yield immediate results, thereby making it 'unaffordable' for the small business. Given the challenges that the small business enterprise faces both internally and externally, there is need for promotion to be used together with the other marketing mix elements. 'Any form of promotion is like compound interest. It takes time to build up the residual returns but if you stick with it, the pay off can be substantial' (www.allfacebook.com), therefore promotion is critical to small enterprises.

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