

## The Impact of Marketing and Internet in South Africa's Business, the Developments and it's Effects

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### ABSTRACT

*This paper studies the insight on the effects of developments in the digital space on business marketing interactions in the South African economy. The main objective of the study was to establish and analyse the impact of the internet on public, commercial and social environments hence the overall influences; challenges or opportunities presented to the marketing disciplines in businesses. A qualitative research approach was conducted through secondary research based on contemporary research and global institutes/bodies reports as well as primary research through telephonic interviews with a judgementally selected sample of marketing leaders in different organisations. Insights were sought on how the internet affected business cum marketing strategies and innovations. The findings suggested a continuous need for a shift in marketing approaches in line with the vast digitisation of most of the global space. Market stratification in South Africa affects marketing as stakeholders are at varying levels of adaptation to the internet in the South African economy. Another major result was that the Southern African economy was stratified in terms of language, where English, Africans and local language demographics Xosa, Zulu, Sesotho among others, are all dominant languages and warrant marketing representation for businesses to thrive. The dynamics of each cluster varied, posing a challenge over and above the internet related adjustments needed. While gains are derived from the internationalisation of trade through internet, challenges established radiated around continuous adaptation to the digitalised marketing while keeping up with product innovation presented by internet competition. Internet Security was mostly outsourced and needed to be localised for customer confidence on data security and confidentiality issues.*

**Keywords:** *Innovations, Internet, Digitalisation, Adaptation, Internet Security, Marketing*

### INTRODUCTION

Internet and marketing in business has been the backbone of all world economies and South Africa hasn't been spared. It ushered in a digital component of how efficiency, innovative and efficiency contribution it made than the centuries and decades before the digital world. The Internet in business comprise use by businesses of online platforms the likes of the initial giants, Yahoo launched in the 1990s according to (Altan, 2017) and the modern-day Mozilla Firefox, Chrome, Microsoft among others including commercial websites like eBay. These internet tools gave way to the creation of social networks and personal pages and websites hence the advancing by marketers to push online marketing through the available platforms. As internet user ship increased both at individual personal level and at organisational levels, marketers face the challenge to be agile, that is innovative, adaptive and future focused (Jones, Malczyk, Beneke, Parker and Winterboer, 2018)

As tabled by the African Union's "Digital Transformation for Africa 2020-2030" emphasised that the digital transformation (internet) is proving to be the driving force to reckon with on innovative and sustainable growth within global economies. Marketing in the South African economy has even traditionally like others drawn importance in visual aspects of products and service demonstration and are assisted by online systems though banners have been used effectively. Highlights by (Balmer and Yen, 2016) are that progression that has occurred in the advertising industry through digitalised marketing creates online awareness of products and brands. The significance of the internet is the shift to it as a main market communications channel or media as opposed to the various traditional marketing media. Websites are also created to assist interested parties access company as well as product information through creating attractive and easy to navigate company profiles. Since the most used browser globally is

Google, (Korobkov, 2016) highlights the need for websites to be compatible with that browser as well as compatible with mobile devices/gadgets for more accessibility.

Most South Africans are now transacting through their mobile devices and according to (Guerriero M. , 2015) as most service providers are providing seamless experiences over the Internet connectivity for banking, payments, purchases among other services hence the need to harness the mobile use of the internet for market initiatives by organisations. The current trend has been the creation by companies of Apps (applications) for personalised services with individual clients who are engaged with through their mobile devices hence enhancing the digitalisation of marketing. However, scepticism arises among users on the basis of Cyber security issues.

The advent and expansion of social platforms on the internet modernised the way of life for most economies including South Africa, as most people especially the youths share their social lives on social networks such as Facebook, Pinterest, LinkedIn, Twitter among others and the interactive nature of social visibility provides a platform for surfing the market as well as targeting customers for products as well as advertising them appropriately. Interactions on the social media platforms can be benefited from through social media marketing targeting the viewers for advertisements, product launching, brand awareness and building on the social blogs. Companies need to apply data intelligence to be able to filter the authenticity of the information acquired as well as to secure it from competitors.

Statistics reported by (HM Government, 2018) estimated internet access for South Africa at 53.75% encompassing both mobile, work and cafe devices, Electrification was estimated at 85.5% as at 2015, literacy rate in 2015 was estimated at 94.3% and financial inclusion in the form of the banked population was at 76.5%. These statistics reflect an advanced stage of implementation and adaptation of the Internet of things in South Africa.

### Significance of the Study

This paper seeks to analyse the impact of internet developments on marketing activities in the South African economy as business forms the backbone of the economy. The Study sub objectives were to establish: The significance of internet on marketing communications; The challenges and opportunities of internet

marketing; Cultural and International perspective to Internet Marketing, The components that form the basis for internet marketing, Means economic benefits can be enhanced in the internet era in South Africa. The main and sub- research questions were derived directly from the research objectives. According to (Guerriero m., 2015) most studies derived from the research objectives have been carried out sought to establish the benefits derived from the internet in business marketing and few have focused on the challenges or shortfalls concerned. Also (McKinsey Global Institute, 2013) state that while the internet stimulates economic growth in a number of ever-changing ways, it is critical to consider the negative side of things for appropriate decision making as well as approaches to be implemented, hence the study thrust.

### Research Design

The research approach applied to solve the research problem was qualitative through a descriptive study. A focus into the future needs to be shaped by a clear view of the current circumstances and their implications (McKinsey Global Institute, 2013). The findings were meant to offer clarity of perspective to the academic platform as well as business informing future research as well as decision making by investigating the South African case. The study is additionally significant in this season where business has been affected by the deadly pandemic Corona Virus, Covid 19 Pandemic, which points to the need for thorough investment in a marketing shift to increase and improve business visibility on the internet arena for businesses to be competitive. Online business visibility is now more critical because of the lockdown restrictions on physical accessibility of facilities, physical contact and movement making Internet most needed and most relevant for serious scrutiny (Vishnoi, Sushant, Bagga and Teena, 2020)

The next section consists of a review of literature in the area of study, this will be followed by a description and justification of the research methodology applied for the study, the study findings will be presented on the following section and finally a discussion of the findings and conclusions.

### LITERATURE REVIEW

The major revolution marketing has faced through technological innovations as (Bostanshirin, 2014) accentuates are based on the internet just like other fields. The new

marketing mix has to recognise the importance of the created interface with stakeholders on the internet and utilise it. He elaborates that the advent of the internet should not just be viewed as a new marketing tool to add to the traditional offline marketing mix, but rather broadly as a revolution that has brought a new way of life to the world requiring new business models with new dynamics. Internet use has been increasing at an “astonishing” rate, a description by (HM Government, 2018), hence the need for online presence as well as accessibility.

Online marketing is “*Applying digital technologies which form online channels to contribute to marketing activities aimed at achieving profitable acquisition and retention of customers (within a multi-channel buying process and customer lifestyle) through improving knowledge about customers (profiles, behaviour, value and loyalty drivers), then delivering integrated targeted communications and online services that match their individual needs.*” (Chaffey, 2007)

Social Media are “*A group of Internet based applications that build on ideological and technological foundations of Web 2.0 and allow the creation of exchange of user-generated content*” (Bhuli and Ibrahim, 2013) as cited by (Bostanshirin, 2014). (Bostanshirin, 2014) gives emphasis on need for companies to implement strategies of leveraging themselves for market gains on social media platforms.

### The Critical Importance of Internet on Marketing Communications

Globalisation makes it critical that local businesses remain competitive for economic development. Marketing approaches, connectivity coverage, operational standards and policies need to be aligned to the prevailing and forecasted internet environment. (Ericsson, 2013) as cited by (Guerrero M. , 2015) conducted a study on the microeconomic environment in African countries and established the great impact improving broadband speed and connectivity had on economic growth through boosting GDP hence highlighting the importance of the penetration of the internet across all country communities. The impact of internet on GDP growth was concluded to be higher than other it technologies like fixed and mobile telephones.

### Marketing Developments

Development in the digital world such as the internet serve as online resources in the form of information, websites, social networking platform have since the turn of the millennium turned into an essential and significant part of daily lives (Altan, 2017). The changes include, online Advertisements, e-mail Marketing, Search Engine Optimisation (SEP), Affiliate Marketing, Social Media Marketing, Viral Marketing, online transactions and Digital currencies.



Figure1. The Four Revolutions of Marketing

Source: (Balmer, 2017)

Marketing revolutions are averred into four (Balmer, 2017) and (Balmer and Yen, 2016), The establishment of the marketing philosophy; Adapting the Marketing Philosophy to services, Broadening of the Marketing philosophy to stakeholders, that is brands and corporate identities, and fourth the most prominent; Internet of Things IoT which requires the paradigm transformation of marketing thought and philosophy in the digital age. The four marketing revolutions are diagrammatically presented below.

The fourth revolution of marketing is the one that has brought greater challenge on businesses as it brings about multi facets of drivers for effective marketing. Vast digital capabilities need to be appropriately mixed rise to the competition.

The forecast of exponential increase in average people connection to Internet of things devices with the continued digital data expansion indicates a tenfold growth in the internet market between 2018 to 2025 expected to result in an individual connect with internet device over 4500 perday, way above the 298 and 584 times a day in 2010 and 2015 respectively (United Nations, 2019). Data intelligence is now considered no merely as a side activity for

**Table1.** Characteristics of the Internet

Opportunities	Challenges
<ul style="list-style-type: none"> <li>• Empowerment Effect</li> <li>• Elimination of geographic barriers</li> <li>• Round the clock availability</li> <li>• Cost affectivity</li> <li>• Traceability</li> <li>• Personalisation</li> </ul>	<ul style="list-style-type: none"> <li>• Problem of Integrity</li> <li>• Lack of Trust</li> <li>• Possibility of impersonation</li> <li>• Lack of face to face contact</li> <li>• Privacy and Security</li> </ul>

Source: (Bostanshirin, 2014)

**Cultural and International Perspective to Internet Marketing**

An emphasis is applied by (Arora and Sanini, 2018) on the need for multinational companies to embrace cultural and ethnical differences as these are critical and most relevant in online marketing and provided two categories of characteristic influences; Local cultures influence on social media and; cross-cultural motivations on social media. Cultural differences have an influence on social media and social networking sites (Shneor and Efrat, 2014), People of the same culture joined social media networks to seek information from those of the same culture or ethnical background, however there was also increased cross-cultural collaboration on the online platforms on the

companies for owning market information and for regular business but rather critical components of production processes as there are resources for collecting and analysing complex data much faster and cheaper on the internet platform which has great effects on development and trade.

**The Challenges and Opportunities of Internet Marketing**

The benefits derived from the Internet off things have to do with improved efficiencies in of meeting client needs which improves their lives as companies or other third parties get access to information online with regards customer behaviour and preferences as well as influences. The ease of access to marketing information and digital tools of manipulating it provides opportunities for businesses. (Schwab, 2015). There is however also the downside of the internet as a source of business marketing information which according to (West, 2016) mainly has to do with the validity and reliability of the information. Integrity Problem, Lack of trust, (Cyber Security, Disaster Preparedness), Privacy and Security, lack of face to face contact. These factors are displayed summarily in Table 1.

international arena (Arora and Sanini, 2018) and(Arli, 2017). This entails the utilisation of social networking Sites and hence utilising social media platforms internationally and for the culture demographic clusters within the local market

**The Components that Form the Basis for Internet Marketing**

An observation was made by (Korobkov, 2016) who opined that the effect of the internet on marketing was the increased marketing costs for internet marketing. To beat competition, companies had to increase marketing investment on the internet which consequently resulted in increased product costs which could be limited through thought analytics. He identified critical components that form the basis for internet

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marketing analytics (United Nations, 2019). Consumer as well as competitor data is generated and collected, aggregated and analysed for the desired purposes. The components of market data analytics which change the nature of competition marketers face are: Data Driven Discovery and Innovation; Radical Personalisation; Orthogonal Data sets; Hyper scalereal-time data matching and Massive Data Integration (Mckinsey Global Institute, 2016)

For efficiency and effeteness of business operations... suggested the need for continuous innovations in the generation of data, its analysis and more so its dissemination. Marketing intelligence has to be placed at strategic levels in organisations so that they can be mainstreamed into strategic approaches of company brands and performance. Profit maximisation can be achieved trough appropriate analysis of the marketing information available on the internet. (Vishnoi, Sushant, Bagga and Teena, 2020)

### Internet Penetration/Expansion on the South African Economy

The Market overview of the Telecommunications Industry as of 2016 was as presented below:

#### MARKET OVERVIEW OF THE TELECOMMUNICATIONS SECTOR IN SOUTH AFRICA

Factor	Measurement (Market Coverage
Mobile lines Subscriptions	76.7 Million
Rate of Mobile penetration	47.6%
Rate of Landlines Penetration	8.1%
Rate of Internet Coverage	54.0%
Penetration of Mobile Broadband	58.6%
Mobile Coverage in 2017	4G – 77.6% 3G – 99.9%
Multinational Organisations	4

Source: (Mckinsey Global Institute, 2016)

Internet coverage and infrastructure is considered more advanced in South Africa compared to the situation in the continent, however security solutions continued to be outsourced from international providers and resold by agents in the local market. This is the highest setback on market leverage for the South African economy which has the strongest Internet network and supporting infrastructure in Africa. (Vishnoi, Sushant, Bagga and Teena, 2020), (Mckinsey Global Institute, 2016)

South Africa lacks on local skills to offer cyber security services and therefore have turned to the finance and banking sector provided security. Traditionally reliance was from off the shelf products and in-house, which cannot sustain the dynamics of the evolving internet world. The Internet Security environment is fragile as more sophisticated cyber security

In a review of the internet communications paradigm, (Arora and Sanini, 2018) concluded that with an awareness of emerging future trends of online communications, companies needed to revamp the traditional promotional mix to be oriented on social media marketing.

He suggested an incorporation of platforms “*Social media blogs, discussion forums, electronic word of mouth (eWOM), consumer online reviews, functional social media networks with video sharing capabilities, and open channels of communications between firms and consumers resulting in open interactions*”. A critical feature of digital industrialisation which affects, marketing is policy guidance and conceptual frameworks that guide the economic and social shift. (Commonwealth, 2019) They emphasise that companies do not have to concentrate on creating new market places, as of importance is owning critical market data.

systems to complement the banking sector still have to be accessed from international providers. (Arora and Sanini, 2018)(Mckinsey Global Institute, 2016). The appetite for the economy to equip itself with the requirements for the internet age as well as the temporary outsourcing of security services, serve as appropriate foundations to adapt to the new age.

Cyber security inadequacy and doubts on the security thereof is highlighted as an impediment as well on the advancement in acceptance and use of digital currencies and mobile payment systems which still remain limited in South Africa. This as well is an impediment that affects the marketing arena. The economy needs an entrance of companies that stand for exposing security breaches and guarding the playground to boost acceptance and confidence of society on the digital and crypto currency

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route which is proving to be one major development in the internet revolution. (Commonwealth, 2019). (Mckinsey Global Institute, 2016) provided a forecast of industry drivers and constraints in South Africa from

2017-2022, which provide a perspective on the major challenges and opportunities for the its marketing sector. They are rated H (high), M (Medium) and L (Low)

**Table2.** South African Industry Drivers and Restraints 2017-2022

Drivers of Industry	2017-18	2019-20	2021-22
Broadband service demand is driven by affordable mobile and wireless solutions	H	H	H
Cyber security costs and efforts are driven by high security concerns	H	H	H
Investment in Internet of Things (IOT) applications is driven by sector wide attention on digital transformation	H	H	H
Restraints on Industry			
Costly projects being set aside by companies to cut on high IT budgets as a result of economic growth that is slowing down	H	M	M
The deployment of 4G network being held by uncertainties on the future of digitisation as there is fast evolving	M	M	L
Some sectors are reluctant to move to hosted solutions over data security concerns	M	M	L

Source: (Mckinsey Global Institute, 2016)

The setback of low economic growth seems to be an impediment on fast tracked investment in IoT applications and requirements. However high security concerns restraining confidence in data sharing by users has the propensity to drive compliance by organisations to still bear the costs involved.

### Means Economic Benefits Can Be Enhanced in the Internet Era

While viewing the internet as revolutionary in corporate marketing (Balmer and Yen, 2016) suggested a radical shift in marketing strategies as well as marketing education, embracing the internet of things. He pleads on the need for a high level of attention to be placed on corporate communications which he purports are rapidly advancing hence the focus on “ Corporate Internet Marketing Revolution” He claims that an opportunity has been identified by most companies in marketing, as the internet revolution unfolds with clients and organisation interface shift to broader scope. (Arora and Sanini, 2018) Identifying existing marketing inefficiencies would be the first step to unveiling business opportunities as such they have to be reappraised.

Despite an acknowledgement that South Africa still remained one of the most advanced African economies in terms of ICT technologies adaptation and infrastructure adoption. (HM Government, 2018) highlights n accessibility a gap in rural areas and other more remote areas of the economy. These have limited electricity access hence the need for erection of power systems and satellites for mobile and internet

connectivity. Some of these areas are important and strategic zones which harbour critical business operations such as mining.

The South African economy is indicated to have been gradually deteriorating in recent years despite being the location of headquarters for most multinationals being the recipient of Foreign Direct Investment (FDI), hence the better advanced telecommunications space in the South African economy. (Yadav, 2017) opines that the main marketing objective is for the nation to position themselves for an advantage against their competitors in the market through a competitive marketing strategy that has focus on the evolving electronic market field. They concluded that the landscape for business competition had broadened because of the internet as well as the evolving market hence proposing a focus shift on marketing Strategy and infrastructure responsiveness. They emphasised the different approaches as specific to industry, product, customer and characteristics of the buying environment. All these facets of digital marketing point to the need for keeping a brand visible and at the forefront of competitors as the digital space means new rapid developments and entrants are always on the line (Sandman, 2013).

Informed marketing Frameworks were a critical to harness the opportunities and raise awareness and alertness on the challenges of online marketing and online presence (United Nations, 2019). It was critical to give attention to Cyber Security and the domains thereof for risk monitoring and ensuring prompt responses in

light of the confidentiality of the data in the possession of companies. The internet implies the combination of people information, process information and technology information, (Pearson Education, 2014). Since information breach was getting more sophisticated its

**Table3.** Cyber Security Domains

The Cyber security Domains
<ul style="list-style-type: none"><li>• Information Security</li><li>• Information Risk Management</li><li>• Statutes, Regulations, Compliance and Investigations Frameworks</li><li>• Telecommunications Security</li><li>• Network and Internet Security</li><li>• Cryptography</li><li>• Business continuity and Disaster Recovery Frameworks</li><li>• Operations Security</li><li>• Application Security</li><li>• Environmental Security</li><li>• Access Control</li><li>• Physical Security</li><li>• Security architecture and Design</li></ul>

Source: (Pearson Education, 2014) page 4

Part of the key findings of the (HM Government, 2018) is the threat of cyber attacks accompanying digitisation growth in South Africa and the response of individual organisations investing in cyber security.

### METHODOLOGY

The study used qualitative research approach and, an inductive approach was taken which as (Greener, 2008) and (Saunders and Lewis, 2007) states, generates conclusions from research findings, this was combined with an interpretivist research paradigm which also constructs knowledge from findings.

To complete the study, mainly an in-depth secondary research was conducted through published academic researches, business researches, national and international organisations as well as official government released information. Studies highlight the questionable validity of secondary data in research as the purposes of the initial researcher as well as scope may differ rendering it not representative of facts. (Rowlands, 2005), (MacDonald and Headlam, 2016) (Greener, 2008) To counter this important point and to ensure the validity of research sources, Researches based on the South African economy were used and especially from credible sources in the form of Published academic journals and World and national reports falling within a space of 10 years. Data from sources other than those specified were

regulation and management had to be through progressive systems can evolve in line with the rate of sophistication of cybercrime. The cyber security domains that need attention are listed below.

used for comparative and directive purposes only.

Primary research sources were used with the aim of affirming the results from the desk research through triangulation. 10 participants were selected from the South African business arena. Because of the contact restrictions of the Covid 19 pandemic, telephonic invitations and interviews were carried out to achieve the research objectives. The market size in SA is broad and could not be covered because of the time and resource limitations hence a stratified approach in the sample selection.

This qualitative approach taken is justified through the perspective by (Rowlands, 2005) who insisted that it was appropriate for business research as organisations or behaviours could not be isolated for quantifiable analysis since they were dynamic and homogenous as such the area under study, effects of Internet on marketing.

The interviews administered were in a semi structured form.. Care was taken to immediately document the interview notes after conducting each interview which served as a safeguard against forgetting and using personal impressions in capturing findings. This included immediately transcribing the recorded interviews to enable requesting a retake or of the interview and validation of unclear issues as well as to avoid the risk of losing the information since recordings storage tends to be

more vulnerable (Saunders and Lewis, 2007) and (Rowlands, 2005). This also assisted by giving room for improving interviewing skills for consecutive participants in areas observed as needing improvement from the prior interviews.

The established themes and ideas were gathered and categorised in line with the research objectives. Categorising of data enabled the summarising of interview data by grouping similar responses through constant comparative method (Rowlands, 2005). These results are presented in the next section.

### FINDINGS

The demographics of the interview participants mainly surround the occupations and organisational positions which was considered relevant and adequate for the research triangulation concerned. The research engaged middle to top level marketing managers from different companies. Their strategic level positions guaranteed informed global perspectives on the market economic factors under study. A 100% response rate was received from the 10 invited and scheduled telephonic interviews and the results in line with research questions are summarised below.

#### The Significance of Internet on Marketing Communications

- The participants indicated that there was a fast change in the way of conducting business and use of traditional offline marketing mix has been overtaken by the internet opportunities. The internet seems a more ideal and easy to use route however it comes with many changes that companies that have to embrace that keep emerging.
- The Internet marketing strategies were not walk over activities as there were challenges of authenticity, easy copying of strategies by competitors as well as need for high brand marketing for more visibility. Hard work and effort was involved. However in South Africa, enabling infrastructure was continuously being upgraded.
- A sceptical perspective was highlighted on the fast paced change which resulted in some expensive investments being overtaken by developments before recouping their capital costs, which meant outsourcing was a more ideal route despite the security compromises that could be involved.

#### Cultural and International Perspective to Internet Marketing

- To penetrate into some communities internet marketing had to be driven through relevant languages.
- Some traditional societies were conservative and did not share information online. International companies were mostly ahead in internet technology hence harsh competitors in the international trade.
- Local companies needed a statutory quota system to be able to compete above Multinational Companies operating locally and with high data intelligence technology.

#### Means Economic Benefits can be enhanced in the Internet Era

The education system needed to be enhanced to meet current needs through programmes in ICT developments, data intelligence, Data engineering to avoid the costly outsourcing which also compromises national sovereignty and data security. More Statutory guidelines and regulations needed to keep track of developments in order to remain relevant and appropriate for the evolving developments

#### The Challenges and Opportunities of Internet Marketing

- The major challenges indicated were high capital costs involved, Data security issues, Data integrity; high paced revolving of the internet of things that meant there was no stability season but agility in every aspect of business to remain competitive.
- The opportunities were in that the supporting infrastructure was provided by government and mobile service providers, in the form of Internet coverage infrastructure and electricity accessibility to the economy even the most remote.
- In the Pandemic era, better positioned companies on the internet utilised digitalised business strategies to keep their businesses viable which proved an opportunity in the uncertain environment. Even small-scale companies are moving to adopt digitalised business models.
- Most economies in Africa are behind in digitalisation which poses a challenge in tapping into the regional and continental market. Most digitalised marketing communications are smooth locally and with international players.

### DISCUSSIONS AND CONCLUSION

This paper explored the impact of marketing internet in South Africa's business, the development and its effects with main objectives of the study established follows:

- *The significance of internet on marketing communications;*
- *The challenges and opportunities of internet marketing;*
- *Cultural and International perspective to Internet Marketing.*

The components that form the basis for internet marketing, means economic benefits can be enhanced in the internet era in South Africa. The critical factor that is of paramount importance was the moderating effect of international perspectives as well as cultural perspectives on internal and external firm interactions which overall resulted in improved brand impact, effective promotion, organisational growth, consequently economic growth. Economic growth can be derived from both GDP growth and improved standard of living through effective internet interaction. This has to do with client accessibility and market coverage. The study established that the South African Economy has been responsive to Internet of things and the infrastructure requisite to the digital age. Mobile and Broadband coverage is huge as well as a large subscriber base despite the limited access to electricity in some remote areas.

The marketing sector hence has a strong base as platform to draw the internet marketing urge from. However internal dynamics that have to do with localisation of Internet Security services hosting and data intelligence learning still need to be worked on. Additional major finding was that the Southern African economy was stratified in terms of language, where English, Africans and local language demographics Xosa, Zulu, Sesotho among others, are all dominant languages and warrant marketing representation for businesses to thrive. The dynamics of each cluster varied, posing a challenge over and above the internet related adjustments needed.

In a nutshell, while gains are derived from the internationalisation of trade through internet, challenges established radiated around continuous adaptation to the digitalised marketing while keeping up with product innovation presented by internet competition. Internet Security was mostly outsourced and

needed to be localised for customer confidence on data security and confidentiality issues.

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