**APPENDIX E**

**INTERVIEW TRANSCRIPT**

Transcription of Interviews:

Interview Blueprint

**Participant 1**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: okay.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I believe SMEs consider IT innovations costly to set up and it does not reach the masses as it should. Technology is changing so fast; I think it is the speed of adoption that is challenging here.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: By automation, reporting and most of the mundane tasks, the organisation is able to reduce cost.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: By allowing employees across the continent to collaborate more and thus being more productive.

1. Internal customers (employees’ satisfaction).

Participant: I have no idea.

1. External Customers satisfaction

Participant: Using self-service tools for our customers, allowing them to conduct business with us from wherever they are.

1. Learning and growth (Employee skills and knowledge)

Participant: Making training resources available.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: IT innovations helps us in self-service password reset whenever we are not in the office and there is a password issue while logging in virtually.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Making setup costs more affordable for SMEs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 2**

**Researcher**: Good day! How are you today?

Participant: I am fine, thank you. In what way may I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes! Software for textile designs

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: okay, thank you.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: My major challenge is the broadness of IT applications because we first have to experiment before adopting which I think is cost constraints.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes, please.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: IT usage has helped us in eliminating the use of a middleman in our business operations.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: We have been able to develop a good workflow.

1. Internal customers (employees’ satisfaction).

Participant: Employees are satisfied with their job because IT has helped them to improve their work.

1. External Customers satisfaction

Participant: Our clients are very happy with our services.

1. Learning and growth (Employee skills and knowledge)

Participant: The employees develop skills that helps them carry out their job innovatively due to the usage of IT.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: I cannot think of anything at the moment.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Regular training needs to be implemented in order to keep up with software update.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 3**

**Researcher**: Good day Ma’am, how are you today?

Participant: I am well, thank you. How may I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you may.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We experience technical difficulties every now and then while using IT.

**Researcher**: Shall we proceed to se**ction D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Increase in profitability

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Improving efficiency

1. Internal customers (employees’ satisfaction).

Participant: Improved employees’ satisfaction

1. External Customers satisfaction

Participant: IT usage has greatly influenced customer satisfaction on a positive note.

1. Learning and growth (Employee skills and knowledge)

Participant: IT adoption in this organisation helps in employees’ learning process by granting access to training resources.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: This question should be specifically answered by our dedicated IT team.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Every organisation should adopt IT innovations relevant to its business operations.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 4**

**Researcher**: Good day Sir, how are you today?

Participant: I am good, thank you, and how are you doing today?

**Researcher**: I am doing great, thanks. My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes! Software design applications and for router unlocking systems.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: None at the moment, but there are some newly acquired software we are utilising to improve ourselves so that we can guarantee customer satisfaction. I believe an incoming challenge is being able to use different IT systems relating to our operations seeing that IT applications is very complex.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The usage of these IT innovations has empowered our organisation financially thereby assisting in eliminating the need for outsourcing.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: We have been able to synchronise our work by achieving an efficient workflow system.

1. Internal customers (employees’ satisfaction).

Participant: Our employees are motivated due to IT as it empowers them in their tasks.

1. External Customers satisfaction

Participant: Our customers derive a maximum level of satisfaction as a result of the efficacy of IT usage.

1. Learning and growth (Employee skills and knowledge)

Participant: Learning and growth is encouraged in this organisation by constant usage of IT which helps in skills development even as we rely greatly on IT.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: I will recommend that organisations should carryout constant training and retraining of employees to maintain the flow and knowledge of software updates.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 5**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you, how can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: We have IT innovations that specialises in Software design and routers

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I cannot say exactly but I can imagine a challenge to arise whereby these IT systems become so numerous thereby giving rise to complications on what IT exactly to adopt at the workplace.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The application of IT innovations has been vital to our organisation in the sense that we are relieved from financial burden of outsourcing, and of course these IT software takes care of some duties that would have been outsourced.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: The cloud computing technology has been vital to our organisation as it encourages systematic workflow.

1. Internal customers (employees’ satisfaction).

Participant: Work morale and motivation is satisfactory due to the effectiveness of IT usage in this organisation. Employees rely greatly on IT gadgets of which has granted us tremendous results.

1. External Customers satisfaction

Participant: Quality and satisfactory services make a happy customer. The retention level on customers is high.

1. Learning and growth (Employee skills and knowledge)

Participant: The frequency at which we use IT innovations has been helpful on skills acquisition and development. The more these tools are being used, the more mastery we command.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Not at the moment.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Every employee requires training and constant routine training on IT. I say so because when these IT innovations are modified, it will pave way for discarding any outdated IT systems that it is not useful to the organisation. When employees are trained, they will be able to acquire the latest skill on an IT system. We must remember that this era is for IT innovations and the advantages has been enormous despite the high costs of acquisition and maintenance but the positive effective of IT on business cannot be denied.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 6**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine thank you, how can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: We make use of Google Docs which is an online word processor and web application.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Not too many except costs.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Payment systems have had the greatest positive effect on our business with the usage of IT.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Only the basis like Excel which I term “invaluable”. We also run VOIP and a network server to maintain the internal business process of this organisation.

1. Internal customers (employees’ satisfaction).

Participant: I think sharing documents on a network encourages employees’ interactions.

1. External Customers satisfaction

Participant: We engage in multiple online channels to reach out to our customers’, and I can tell that they are satisfied.

1. Learning and growth (Employee skills and knowledge)

Participant: None that I can think of.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None besides already mentioned.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Two things only: Add value, make them cost-effective.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 7**

**Researcher**: Good day, how are you today?

Participant: I am fine thank you, how can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I am not aware.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: I do not know.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: I am not sure.

1. Internal customers (employees’ satisfaction).

Participant: No idea.

1. External Customers satisfaction

Participant: Our customers are satisfied.

1. Learning and growth (Employee skills and knowledge)

Participant: We encourage growth and learning in this organisation.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: I am of the opinion that SMEs and stakeholders need t accept change.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 8**

**Researcher**: Good day, how are you today?

Participant: I am fine thank you, how can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Python and R for data processing.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Initial resistance due to the cost of having to upgrade and integrate systems and processes associated with IT innovations. And of which I think knowledge gap gave rise to initial resistance.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Reduced operational costs resulting from engaging e-banking channels.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Operational effectiveness is enhanced resulting from data analysis.

1. Internal customers (employees’ satisfaction).

Participant: Employees are satisfied with the advent of instant messaging (WhatsApp) as it aids quick dissemination of information.

1. External Customers satisfaction

Participant: Customers are happy with the introduction of several banking channels as it affords them safety from health hazards and protection from always having to carry cash.

1. Learning and growth (Employee skills and knowledge)

Participant: Personal development in computer programming and languages such as Mysql, Tableau, Powerbi, Python and R has been beneficial to the employees.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Skill acquisition in the form of staff training and development; long term planning so as to be able to split and recoup the cost of implementation over a period of time.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 9**

**Researcher**: Good day Ma, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The cost of setting up an IT department or usage of an IT innovation in a business is quite on the high side. The costs involved does not necessarily involve acquisitions only but training and maintenance as well.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Speaking about profitability, we have done well aggressively because of IT. I would not say that IT has reduced costs because the acquisition and set up of IT is quite expensive. Cashflows has been boosted on a positive note while ROI is definitely a thumbs up all due to IT application.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: The internal business processes have improved tremendously in terms of efficiency, productivity, and operational effectiveness in the sense that this organisation make use of a VOIP and a network server.

1. Internal customers (employees’ satisfaction).

Participant: The employees are satisfied with IT usage as it relates to their job because we encourage information sharing on the cloud computing technology which makes it possible to be accessed virtually.

1. External Customers satisfaction

Participant: Our esteemed customers are satisfied with the services we render, and we get constant reviews from them.

1. Learning and growth (Employee skills and knowledge)

Participant: We do not have an established IT department, but the employees are still learning and growing on-the-job training due to various skills acquired and shared amongst staff members.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: The ideal thing to do to smoothen the adoption of IT innovations by SMEs is to make the general costs of acquiring IT systems more affordable. Therefore, I am of the opinion that IT service providers come up with different software packages which can be affordable and are able to suit the desired need of SMEs in a bid to encourage a better use and adoption of these innovations.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 10**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: To be honest, the costs of IT innovation is massive, I say so because one can never have all the IT applications in a business establishment. So, it is better to acquire IT systems suitable for the business operation.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The mobile money systems and other payment platforms have been more effective.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: The sales department make use of a software called “Salesforce” which has been contributing towards operational effectiveness due to its synchronisation tasks.

1. Internal customers (employees’ satisfaction).

Participant: The frequent usage of IT and its proficiency in handling tasks brings about employee satisfaction. To this end, the employees in the sales department are motivated as these applications makes tasks easier.

1. External Customers satisfaction

Participant: The customers are satisfied because of the excellent online tracking tools we apply in the course of our business transactions.

1. Learning and growth (Employee skills and knowledge)

Participant: In the sales department of this organisation, the employees are experiencing rapid growth due to knowledge-sharing culture of the department. It is a tradition of the sales department that we regularly conduct sharing of knowledge amongst departmental staff.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None at the moment.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: It is vital to make the total acquisition cost-effective. SMEs should only look to acquire the most important IT tools viable to their organisation while government should look into assisting SMEs in IT training, research and development considering the contribution to a country.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: Not at all, thank you Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 11**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None that I can think of in my capacity as the owner, but other departments use many other software accounting packages that were not listed on the question.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Cost of buying, setting up and training various employees in various departments comes with a very high price. It is not enough to set up an established IT department, but there must be maintenance culture in place to ensure that the system is ongoing.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The usage of IT in this organisation has resulted in high profit margin, cash flows are handled judiciously, and the ROI is quite impressive.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: All the various departments of the organisation have been efficient, and the productivity level is encouraging enough.

1. Internal customers (employees’ satisfaction).

Participant: The employees derive satisfaction because the IT innovations used in the business has ensured that motivation level becomes very high.

1. External Customers satisfaction

Participant: Our clients are very happy and satisfied with our dealings with them. They have attested to it severally by reviews on our google response form.

1. Learning and growth (Employee skills and knowledge)

Participant: The constant usage of IT leads to high depth of knowledge and understanding of financial procedures amongst others.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Workflow has increased by speeding up business processes significantly

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: SMEs should be afforded the opportunity to get some of these software/IT packages at a subsidised rate. I also think that the government has a role to play in ensuring that SMEs receive funding or technological training pertaining to what they specialise in. With this I mean, SMEs that solely deals on Financial Services like this organisation should receive trainings pertaining to our specialty.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: Not at all, thank you Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 12**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you, how can I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes. As the head of internal audits department, the IT innovations that helps my task is called "Quantivate". This software helps so much in GRC- Governance, Risk Management and Compliance.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Technical hiccups sometimes and the cost of acquiring these IT innovations are quite expensive.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: From my experience in the internal auditing, I can attest that IT innovations has enabled this organisation to increase profitability while cash flow has been encouraging, and the return on investment is great.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: IT innovations has helped this organisation so much that the whole internal business process has been synchronised just by adopting a software called Salesforce.

1. Internal customers (employees’ satisfaction).

Participant: The internal audit department employees are very satisfied with their job due to the IT innovations we use to handle tasks.

1. External Customers satisfaction

Participant: The organisation's customers are also satisfied because IT innovations creates room for minimal errors as everything regarding transactions are always recorded on the database management system of the organisation.

1. Learning and growth (Employee skills and knowledge)

Participant: We do not have an established IT department, but the employees learn and grow from the knowledge derived whenever they get the opportunity to attend trainings. In turn, they spread the same acquired knowledge to their colleagues.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: IT innovations has influenced this organisation in terms of GRC- Governance, Risk Management and Compliance.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: If these IT innovations becomes cost-effective then SMEs would be motivated or encouraged to dive into the adoption and usage. So, IT innovation is the way forward if any organisation can become relevant in their sector.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 13**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you, how can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes, various accounting packages because of the nature of the business.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The greatest challenge is resistance by customers to accept new innovation.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Increase profit

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Increases efficiency.

1. Internal customers (employees’ satisfaction).

Participant: Improves performance.

1. External Customers satisfaction

Participant: Improves customers’ responsiveness.

1. Learning and growth (Employee skills and knowledge)

Participant: Increases knowledge.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: It is vital to continually train employees because IT is the only way an establishment can grow, become relevant and have a voice in the industry.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: Not at all, thank you Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 14**

**Researcher**: Good day Ma’am, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, of course.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: At the moment, we are lacking intensive training and retraining for our staff members.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes please.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: It is not in my capacity to reveal such.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: I honestly think that the advent of IT systems has changed the way tasks and information are being accessed at the workplace.

1. Internal customers (employees’ satisfaction).

Participant: We are all happy with usage of IT because of how it simplifies our tasks.

1. External Customers satisfaction

Participant: We derive joy in ensuring that the body language from our customers is good.

1. Learning and growth (Employee skills and knowledge)

Participant: We have learnt so much by using some of these sophisticated technologies.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, please.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: If government can support individuals on free trainings by establishing training centres so that companies would not have to invest much on trainings during employment.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: Not at all, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 15**

**Researcher**: Good day, how are you today?

Participant: I am fine good, thanks. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, we can.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes, Microsoft Teams which is a group collaboration software that is capable of helping teams to work remotely together.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: In the case of load shedding, some departments do not operate. So as much as it makes life easier, it is also human replacing tool in terms of employment because nowadays people can access everything on their own without the help of the other.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Reduced costs: instead of printing pamphlets and writing everything on the MS Word document, they can just send everything on WhatsApp and people will read and even send voice notes to ask questions.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: No need to spend lots of time in meetings, everything gets to be emailed and people can read on their own and provide feedback through emails still.

1. Internal customers (employees’ satisfaction).

Participant: Less paperwork (hard copy), easy communication makes customers happy.

1. External Customers satisfaction

Participant: Some IT systems are cost effective (our customers can access us through our social media platforms and do not have to spend money or airtime calling landlines).

1. Learning and growth (Employee skills and knowledge)

Participant: We have found learning and growth a bit easy as we keep up to date on new developments and products introduced by the business.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: I will recommend more training and research to be done by SME stakeholders.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: No question Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 16**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you. How may I be of help to you and what is your study about? **Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The challenges in this organisation that I can speak of is that “inadequate funds are provided for technological training”. It is important for all business irrespective of size to adopt ICT.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes please.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Information retrieval using computer database is fast and enhances quick decision making while leading to financial profitability in an organisation.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Using IT systems enhances efficiency and effectiveness of the internal business processes.

1. Internal customers (employees’ satisfaction).

Participant: IT systems has greatly improved our satisfaction as employees in this organisation.

1. External Customers satisfaction

Participant: The positive vibe from IT toward our customers cannot be overlooked and it is something we keep improving upon so as to keep delivering an unwavering service.

1. Learning and growth (Employee skills and knowledge)

Participant: IT has greatly improved the learning and growth for employees because of how fast it can be.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None that I can speak of at the time being.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Organisations should provide ICT training budgets and managers should look for latest software that will help them run their SMEs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 17**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you, how can I be of assistance and what is your study about? **Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you can proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The major challenges has been to switch most of our operations from manual to digital system of communication and operations while the cost of training some of our employees has been a constraint.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, please proceed.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Information Technology has been of immense benefit and assistance in the financial status of this organisation, and it has made work easier.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Information Technology no doubt has increased productivity and workflow.

1. Internal customers (employees’ satisfaction).

Participant: Our employees’ level of satisfaction has increased for good because application of Information Technology which has made things easier for us all.

1. External Customers satisfaction

Participant: Customer satisfaction has been enhanced.

1. Learning and growth (Employee skills and knowledge)

Participant: Employees’ knowledge and skills has increased as well.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: SMEs should invest more into technology awareness for every staff.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 18**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? **Researcher:** My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: In my office as the Operations Manager, I can confirm that I make use of various Adobe programs with a focus on digital designs.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: One of our major challenges is cost because as an organisation we engage in constant training and retraining of employees; where necessary we modify the task or job to suit their skill.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The usage of these innovations brings about financial performance and high profitability mostly when we do not have to outsource.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our internal business process is encouraging in a way that the tasks are synchronised to achieve high efficiency and productivity. Also, we are able to monitor and track every activity or tasks assigned to individual employees.

1. Internal customers (employees’ satisfaction).

Participant: The employees in the operations unit of this organisation are satisfied because all the necessary materials are provided to get the job done.

1. External Customers satisfaction

Participant: Our services are impressive. IT innovations has ensured that we achieve speed, meet up with deadlines so that we can establish a good business rapport with our clients.

1. Learning and growth (Employee skills and knowledge)

Participant: The learning process is difficult because there are too many things to do or learn in IT. What we encourage in the unit is to have a focus on a particular skill that is needed for our operations. We cannot afford to be tagged “Jack of all trade and master of none”.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes! IT innovations has influenced our animation work. The development of latest IT trends for animation purposes has taken a new toll. Previously, animation characters were drawn by hand before they were sent to the studio for the finished product. With the development of IT, animation software has been made accessible for all computer types in cost and availability. In essence, this saves cost and time for animation studios.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: As initially stated, to improve the adoption and use of IT innovations SMES must find a way to embrace the trend by adopting the IT innovations that concerns their business operations. My belief and attitude are that IT has made life and tasks easier because of the availability. I personally would recommend that every SME should look out for a particular IT innovation that relates to their kind of business and adopt it.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 19**

**Researcher**: Good day Sir, how are you today?

Participant: I am okay, how can I be of assistance and what is your study about?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes. AutoCAD for 3D printing, Adobe Audition and Apple Logic Pro X for a quality sound in our audio communication tasks.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Constant changing or modification of IT innovative tools, platforms and costs.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay Mr. Ogwu.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The advent of IT innovations has reduced costs of outsourcing our tasks mostly on Audio Communication because we do everything in our studio with the appropriate software. The ROI is indeed appreciating.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: The speed of task accomplishment has been massive all the necessary tools required for various task are all up to date. So, in turn it has yielded massive productivity.

1. Internal customers (employees’ satisfaction).

Participant: With IT our employees are enormously satisfied. The saying goes thus, Happy staff equal good service and equal to happy clients.

1. External Customers satisfaction

Participant: Response time to access accurate information contributes to customer satisfaction. Our customers are extremely satisfied without any form of reservations because we are prompt in response which is the key to service delivery and safeguarding their trust.

1. Learning and growth (Employee skills and knowledge)

Participant: I would say that the employees have tremendously experienced growth in their various departments, and they also help each other to effectively distribute the training or acquired skills across to one another.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Not applicable.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: IT-business users or SMEs should address real business needs to increasing service delivery, profits, and productivity. The benefits of IT innovations should justify costs and training. Therefore, it is advisable for SMEs to embrace and adopt the use of IT innovations with specifics to their industry or services.

**Researcher**: Thank you so much for your time. We have come to the end of this interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 20**

**Researcher**: Good day, how are you today?

Participant: I am good, thank you. How can I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you can proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We need an upgrade in our IT equipment to function maximally.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Reduced costs and return on investment has been a major influence of IT in our business.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Increased efficiency and productivity.

1. Internal customers (employees’ satisfaction).

Participant: employees are satisfied.

1. External Customers satisfaction

Participant: The customers are satisfied with the level of influence of IT usage.

1. Learning and growth (Employee skills and knowledge)

Participant: Skills have been acquired by usage of IT.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes, IT innovation provides user friendly interface and information per time as well.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: IT policy makers, government and other stakeholders should empower and motivate people in using IT.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question Mr. Ogwu.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 21**

**Researcher**: Good day Ma, how are you today?

Participant: I am good thank you, how can I be of assistance and what is your study about? **Researcher:** My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We have been unable to properly equip all employees to effectively use IT.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Better IT equipment leads to more profit for the company and that is what we have been experiencing here.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Better technology equipment leads to lesser time spent on tasks which equals overall productivity

1. Internal customers (employees’ satisfaction).

Participant: Better Technology makes work to be done more accurately which equals more satisfied clients

1. External Customers satisfaction

Participant: Better service can be provided with better technology and that is what we have been rendering to our customers to make them satisfied with our services.

1. Learning and growth (Employee skills and knowledge)

Participant: Better technology makes employees to be more equipped.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: More technology-based training should be provided by employers rather than focusing on only the profitability aspect of the business.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question Sir.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 22**

**Researcher**: Good day Ma, how are you today?

Participant: I am fine thank you, how can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Huge cost of acquisition, maintenance and training costs for employees are the major challenges for this organisation.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Information technology innovations has no doubt transformed our consultancy operations with huge financial profitability even though it's somewhat expensive to maintain.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our internal business processes has been smoothened and productivity has increased tremendously. We have achieved operational effectiveness and attained a decent level of productivity by the usage of IT.

1. Internal customers (employees’ satisfaction).

Participant: The employees are quite satisfied when every IT tool being used are functional and well-understood.

1. External Customers satisfaction

Participant: Our clients' satisfaction is our utmost priority and IT has enabled us to affirm this in a way that we even use some of these IT tools during our business consultancy forums so that they can see what impact IT usage can have in their businesses.

1. Learning and growth (Employee skills and knowledge)

Participant: Continuous usage of IT innovations certifies growth because we keep using them in our daily operations.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: We use IT for mainly business forums, and consultancy services (teaching and learning).

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: I would suggest that more IT innovations be invented to pave way for more competition so that costs can be reduced; I also think that more awareness needs to be done concerning the functionalities of these IT innovations so that SMEs can get the message in a concise manner. **Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 23**

**Researcher**: Good day Sir, how are you today?

Participant: I am doing great, thank you. How may I assist you? What is your study about?

**Researcher**: My name is Kingsley Ogwu. Thank you for your time for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Please proceed.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The issue of high costs to purchase, staff empowerment with IT tools and maintenance is a major challenge for our organisation because our reliance on IT usage cannot be over emphasised.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The financial performance index for this organisation is great, all due to the usage of IT. Profitability is encouraging and so is the ROI. I wouldn't completely agree that IT has reduced costs because it's quite expensive to keep up to date with IT innovations.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our productivity level is rapid of which IT has contributed to this. The total internal business processes are efficient as well.

1. Internal customers (employees’ satisfaction).

Participant: Our employees are doing great with team cohesion strategies in place. IT innovations encourages team morale and team dynamics mostly when these employees have to communicate constantly with each other as required by their job descriptions. So, I will say they are satisfied from my observation.

1. External Customers satisfaction

Participant: The customers are happy with our distinguished services. We have mastered the arts and crafts of IT innovations in our consultancy services. For our clients to really grasp our message then IT usage cannot be undermined.

1. Learning and growth (Employee skills and knowledge)

Participant: In both ways I mean both our employees and customers have acquired numerous skills which has led to their growth. Employee skills and knowledge have been on the rise because of frequent usage of IT at the workplace.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None that I can recall.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: SME board should liaise with SMEs to educate them about the impact of IT innovations, and also reach out to IT providers to subsidise the costs of IT innovations to better suit the SMEs by reducing costs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question Mr. Ogwu.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 24**

**Researcher**: Good day Ma’am, how are you today?

Participant: I am doing well, thank you. How can I be of assistance and what is your study about? **Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc. (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We had a low sales turnover in the course of this pandemic because printing wasn’t encouraged anymore as things were mainly digitized. IT innovations couldn’t come to our business rescue at this point, it became a demerit toward our operations.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: We have been hit hard recently by COVID-19, but we were doing very well previously in terms of profitability. We specialize mostly on printing cartridges and toners. I will still maintain that there has been an increased cash flow due to the usage of IT in our retail business.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Not Applicable.

1. Internal customers (employees’ satisfaction).

Participant: Employees are happy with their job.

1. External Customers satisfaction

Participant: Our clients are well-served and we retained a huge number of them due to the exceptional services we have been rendering over the years.

1. Learning and growth (Employee skills and knowledge)

Participant: Skills and knowledge for the employees have skyrocketed because we have engaged in product differentiation over the years. By solely dealing in inks, toners, and cartridges it has empowered the employees to gain mastery.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Not Applicable.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Trainings of SMEs on IT innovations should be done mainly according to their business specifications. The training should be geared towards enlightening SMEs on the impact of IT innovations in their business or day to day operations.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 25**

**Researcher**: Good day Ma, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you can proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please do proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: My organisation doesn’t have a well-established IT department and it’s a challenge for new workers like me who do not have sufficient IT expertise.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: I have no idea.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our internal business processes has been on a positive light.

1. Internal customers (employees’ satisfaction).

Participant: We are all satisfied in retails.

1. External Customers satisfaction

Participant: The clients we attend to do speak of the wonderful services they receive from every one of us.

1. Learning and growth (Employee skills and knowledge)

Participant: I have learnt a lot in this company despite the fact I’m a bit new here.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Different IT innovations and packages should be advertised both on print media and visuals so that SMEs employees and owners will know how important it will contribute to their business or tasks.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you Mr. Ogwu.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 26**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you. How may I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you can go ahead with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc.
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The Covid-19 regulations has affected our business in a way that as a retail store we have been experiencing low sales. As a result, customers no longer want to print out any form of documents, they rather prefer to digitise it so as to minimise the avenue of spreading the virus. Disadvantage of IT here on us is that we do not make any sales if customers opt for digital display.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The impact of Covid has affected our profitability ratio because the lockdown ensured that most people do things electronically thereby reducing the rate at which cartridges or papers are bought. Covid-19 regulations ensured that paper works were reduced.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Information technology have been good towards our internal business process because it allows us to monitor the activities of the staff and make amends where necessary.

1. Internal customers (employees’ satisfaction).

Participant: Employees are satisfied with their job. Whenever customers are looking for a particular thing which may not be at the place where it should be then the inventory management system is always in place to ascertain if the item is finished at the store or at the warehouse.

1. External Customers satisfaction

Participant: There’s no doubt that we provide excellent services to our wonderful customers. In my capacity as the owner, I ensured that customers are happy with the quality of services rendered to them as that can only make them to keep coming back.

1. Learning and growth (Employee skills and knowledge)

Participant: The employees are growing in retail skills though we do not offer any form of IT training, but we employ staff that are already familiar with the basic use of IT skills.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: With the search engine optimisation (SEO), we are able to know the current trend in IT like what to buy and what our customers would like to inculcate into their business or for personal use.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: For SMEs to fully adopt IT innovations, they would need to be sensitised on what their business stand to benefit in the usage, and also how they can gain competitive advantage over their rivals who do not intend to adopt IT. Lastly, the cost of acquiring the various innovations must be reduced to accommodate small businesses because one of the major aims of going into business is to make profits

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 27**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you, how can I be of assistance?

**Researcher:** My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc.
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Salesforce.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: In terms of sales, IT innovations has not really boosted our sales in recent times. It has reduced it in a way that people do not want to do print outs due to the scare of COVID-19 infections.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Financial performance has been massive and encouraging until the COVID outbreak. We have been managing to navigate through it. IT usage in sales department has reduced costs and brought increased cash flows.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Not Applicable.

1. Internal customers (employees’ satisfaction).

Participant: Sales department staff are satisfied with their retail tasks because we also encourage and reward them incentives based on their internal sales index/performance.

1. External Customers satisfaction

Participant: Our customers are satisfied with our services. We made it a mandate to focus on inks, toners, and cartridges; not to be a jack of all trade. We do receive lots of positive reviews from our customers mostly being attended to by the retail staff.

1. Learning and growth (Employee skills and knowledge)

Participant: Our business process has allowed our employees to be knowledgeable as a result of our modus operandi. They all interact and teach other on how to relate with some difficult customers.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Not Applicable.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Price reduction or regulation in acquiring IT innovations should be done to encourage or improve the adoption rate by SMEs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 28**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you. Please how may I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Not at all.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The challenges we have at the moment is the time allocated to train employees on the introduction of any new technology, and resistance to change by our customers. It’s time consuming to actually pass the message across and the costs incurred in those trainings are quite alarming.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, please do.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: With the usage of IT in our automotive business we are able to do reach a peak of financial performance, increased cash flows and ROI. Consistency is the rule of the game, and we have always made use of IT in our general business processes.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: IT innovations has made communications easy in our organisation. Our internal business processes have been synchronised to meet the demands of productivity and this is powered by IT.

1. Internal customers (employees’ satisfaction).

Participant: The employees are satisfied with the high level of IT innovations in place to ease them with their tasks. We provide a sophisticated level of training to our employees on IT.

1. External Customers satisfaction

Participant: For decades, we have been dedicated to providing excellent and unmatched services to our customers. We believe that our customers are the reason for the business existence.

1. Learning and growth (Employee skills and knowledge)

Participant: Our employees have acquired massive knowledge and skills that will make them a force to be reckoned with at any organisation or industry they find themselves. Uplifting our employees and customers has always been a part of our journey.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: IT innovations is shaping the automotive industry because cars are reliant on software and computers. Even the onboard computer control GPS, cruise control, parking assist and many others are the influence of IT innovations on cars.

**Researcher**: Shall we proceed to section E which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Government has a role to play in assisting SMEs to swiftly adopt IT innovations by making sure that regulations such as costs of acquisition and pricing are monitored for equitable awareness process.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: Not at all, thank you Mr. Ogwu.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 29**

**Researcher**: Good day! How are you today?

Participant: I am very well, thank you. How can I be of assistance and what is your study about? **Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: In my department we do not currently have any challenges.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: IT innovations has enabled our organisation to communicate with our counterparts in Europe and across the nations of the world, and this has brought about reduced costs for traveling. With IT innovations we can place orders online while we expect delivery in few working days, and the payment system is also very fast and convenient.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our internal business process is suited and customer for high operational efficiency and effectiveness because the task management tools is in place for progress monitoring, etc.

1. Internal customers (employees’ satisfaction).

Participant: As an international sales executive, I strongly believe that the employees are happy with their job. Our motivation level is quite high.

1. External Customers satisfaction

Participant: This organisation is committed to customer satisfaction and that’s what we have stood for in many decades. To receive applause and strong reviews from our inestimable customers has been a source of motivation to keep serving them.

1. Learning and growth (Employee skills and knowledge)

Participant: This organisation engages in training and retraining of the employees, and it has brought a maximum degree of skills and know-how amongst the staff members.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: IT innovations must be made cheap, accessible to SMEs. In fact, it should be customised for their business processes with a decent level of media awareness.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 30**

**Researcher**: Good day Sir, how are you today?

Participant: I am very well, and you? How can I assist you and what is your study about?

**Researche**r: I am good, thank you. My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Salesforce.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: The need for training and retraining is a daunting task as well as the costs involved in acquiring sophisticated equipment for business growth and stability.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: You may please do so.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: There’s no doubt the positive impact of IT innovations has been having on our sales. I cannot completely confirm or agree if IT has reduced costs but for profitability yes.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our internal operations have been effective all due to IT innovations and the productivity derived from the usage of IT is massive and impressive.

1. Internal customers (employees’ satisfaction).

Participant: The employees in this department are satisfied because IT innovations makes work generally easy and fast.

1. External Customers satisfaction

Participant: We have had the habit of putting our customers first and I can authoritatively say that we have been able to satisfy our customers over the years of our operations in this department.

Learning and growth (Employee skills and knowledge)

Participant: Growth is another thing that has evolved in the career of every employee of this department. We indulge in seasonal IT trainings as new inventions are introduced because we don’t want to be left behind.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Public awareness should be done to bring to light what SMEs stands to achieve by the usage and adoption of IT innovations. It also needs to be cost-effective so that SMEs can even consider adopting it in all facets of their daily business activities.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you Mr. Ogwu.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 31**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you. How can I be of assistance on your study?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: There is constant system breakdown in my department because some of the IT systems are old.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: I have no idea.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: I have no idea please.

1. Internal customers (employees’ satisfaction).

Participant: Next question please.

1. External Customers satisfaction

Participant: No idea.

1. Learning and growth (Employee skills and knowledge)

Participant: Next question please.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: IT has influenced the teaching and learning process for the employees in this organisation.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: The IT systems must be timely serviced to avert frequent breakdowns.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: No question for you Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 32**

**Researcher**: Good day Sir, how are you today?

Participant: I am doing great, thank you. Please how may I be of assistance to you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, we can.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I cannot point exactly the challenges in my department.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes please.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: It give great speed of delivery and reduce costs.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Communication through IT made it easy by eliminating the need to meet up with clients by travelling long distance.

1. Internal customers (employees’ satisfaction).

Participant: One tend to cover a lot of tasks with ease and good speed. I would say great.

1. External Customers satisfaction

Participant: Great as well.

1. Learning and growth (Employee skills and knowledge)

Participant: Various trainings are given frequently for developing employee's skills.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, please.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Frequent and repetition of trainings.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: No question Sir.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 33**

**Researcher**: Good day Ma’am, how are you today?

Participant: I am fine, thank you, how may I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: None.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Lots of challenges ranging from employees’ lack of skills and knowledge to poor IT facility.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Reduced costs.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Productivity has been enhanced because of IT.

1. Internal customers (employees’ satisfaction).

Participant: Some of us in this department still lack knowledge and skills, so I can’t really say if we are satisfied with IT usage.

1. External Customers satisfaction

Participant: Our customers are very well satisfied to an extent.

1. Learning and growth (Employee skills and knowledge)

Participant: I have no idea.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Extensive practical must be provided by employers.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: No questions for you Sir.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 34**

**Researcher**: Good day Ma, how are you today?

Participant: I am well, thank you. How can I be of assistance?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: Yes.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Please kindly move to the next question.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: We have had increased cashflow in the utilisation of IT.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Please move on to the next question.

1. Internal customers (employees’ satisfaction).

Participant: Next question please.

1. External Customers satisfaction

Participant: No comment.

1. Learning and growth (Employee skills and knowledge)

Participant: The employees in this department have good acquired some relevant skills in IT.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: SMEs should endeavour to have the apps that are relevant to business and popular to customers.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 35**

**Researcher**: Good day. How are you today?

Participant: I am okay, thank you. How may I be of assistance to you concerning your study?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes sir, please proceed.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes. We make use of Kahoot. Kahoot is a teaching App which promotes game-based learning to increase student engagement.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I did stipulate that the students feel distant from the classroom. Obviously being physically present isn’t the same as learning online so the challenge is that the students are more proactive and productive when they’re live in the classroom compared to when learning online.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: The usage of IT in our education platform has increased profitability. This pandemic has made it possible for us to switch completely to online classes and it has reduced costs.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: The internal business process is great because we have been productive in reaching our audience (students), just as long as there are no hiccups with the internet. We rarely experience internet disruptions.

1. Internal customers (employees’ satisfaction).

Participant: The employees are satisfied to some extent. Every tutor would like to have the physical presence of their students and establish a good communication and eye contact as those are part of the elements of being in the classroom.

1. External Customers satisfaction

Participant: The students are not entirely satisfied with the online attendance because they feel distant to some extent.

1. Learning and growth (Employee skills and knowledge)

Participant: The employees have been able to improve on IT skills and knowledge because the only option that we have at the moment is to engage in online teaching.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes. IT innovations has brought about a huge intake of students into our academy because the students are at ease to learn from the comfort of their homes rather than travel a distant.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Awareness campaign relating to the particular needs of an SME must be done by IT providers. Costs of acquiring such IT innovations should also be reviewed to encourage full participation by SMEs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: Not at all.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 36**

**Researcher**: Good day sir, how are you today?

Participant: I am fine, thank you. How can I assist you Sir?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you can proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, we may.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM (**X**)
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM (**X**)
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc. (**X**)

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Our students prefer onsite learning; some of them cannot afford the costs incurred in setting up an IT working system for their classes. Also, they find it cheaper to transport themselves to class rather than connect online; they find online learning distracting without motivation.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: There has been increased cash flows and ROI due to the usage of IT innovations in this academy.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our productivity level has decreased because we switched to online tutoring since the pandemic.

1. Internal customers (employees’ satisfaction).

Participant: The employees are so far satisfied with their job and input.

1. External Customers satisfaction.

Participant: The students are not completely satisfied in the sense that they now engage in online learning.

1. Learning and growth (Employee skills and knowledge)

Participant: Employees’ skills and growth have improved because online tutoring entails usage of IT innovations to reach out to the students.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes. We have been able to monitor and assess the input of our tutors via the tracking system tools for online learning. We do have real-time monitoring app while they’re teaching.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Easy accessibility to SMEs in terms of costs, maintenance, and public awareness.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: No question Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 37**

**Researcher**: Good day sir, how are you today?

Participant: I am doing great, thank you. How may I assist you and what is your study about? **Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, you may proceed.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes please.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: My students have their opinions that they do better when physically present at the classrooms than being online so it’s a challenge for us at the moment.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: No comment.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: No comment.

1. Internal customers (employees’ satisfaction).

Participant: No idea.

1. External Customers satisfaction

Participant: Next question please.

1. Learning and growth (Employee skills and knowledge)

Participant: No comment.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: It’s expensive to have a full working IT innovations system at the workplace so costs of acquiring them should be reduced or subsidised according to the financial prowess of an SME.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: None Sir.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 38**

**Researcher**: Good day Ma’am, how are you doing today?

Participant: I am fine, thank you. Please how can I be of assistance?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: Yes, but not all the time.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc (**X**)
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: My students do complain that they tend to enjoy the classes more onsite compared to them learning online.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Please move to the next question.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: No comment.

1. Internal customers (employees’ satisfaction).

Participant: I am an employee so I can speak for myself that I’m satisfied with what I do here.

1. External Customers satisfaction

Participant: The customers derive satisfaction from services we render to them.

1. Learning and growth (Employee skills and knowledge)

Participant: I have learnt a lot in this organisation, and I’ve improved as well on the usage of IT since I have been here.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes please.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: There need to be a form of interaction between friends and family on the usage of IT; people need to realise that it’s not a hectic or daunting task to learn how to actually use IT.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: No question for you Mr. Ogwu.

**Researcher**: Thank you.

Transcription of Interviews:

Interview Blueprint

**Participant 39**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you, how may I assist you on your study?

**Researche**r: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes sir, please go ahead.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes. I make use of Pico Scope which is an electrical mechanical pressure NVH CAN and Flex ray testing.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes of course.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: My organisation is faced with the challenges of sending the employees to IT training specifically on the operations of the company.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes please.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: We have had positive outcome in our financial performance as a result of IT usage.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: I can admit that the internal business process is highly encouraging.

1. Internal customers (employees’ satisfaction).

Participant: Employees derive satisfaction when our customers are happy.

1. External Customers satisfaction.

Participant: Customers are satisfied.

1. Learning and growth (Employee skills and knowledge)

Participant: We encourage personal skills development amongst the employees.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Social awareness campaign with emphasis on the importance or gains of IT innovations to a particular SME.

**Researcher**: Thank you so much for your time. This is the end of the interview. Before I go, do you have any question for me?

Participant: None.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 40**

**Researcher**: Good day Ma’am, how are you today?

Participant: I am good, thank you, and how do you do?

**Researcher**: I am doing great, thanks. My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes please.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: This organisation cannot afford to send her employees for IT training. We asked and was told that due to the business operations, the cost involved for training is huge.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Next question please.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: We have been experiencing massive productivity.

1. Internal customers (employees’ satisfaction).

Participant: We love what we do, and we are satisfied.

1. External Customers satisfaction.

Participant: Our customers testify of the peak services we render to them.

1. Learning and growth (Employee skills and knowledge)

Participant: The learning and growth amongst us has increased rapidly.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes. Speed, accuracy, and minimal margins for mechanical errors.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: My suggestion or recommendation would be reduction or regulation of costs involved in IT procurement and maintenance.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 41**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you, how can I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: Our manager did tell us that it costs an arm and a leg to send us to trainings so for now we are not able to get the maximum training required which makes us to rely on a particular staff to finish our tasks.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: No idea at this time.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our productivity is thus far good.

1. Internal customers (employees’ satisfaction).

Participant: Next question please.

1. External Customers satisfaction

Participant: No comment.

1. Learning and growth (Employee skills and knowledge)

Participant: IT innovations has been able to sharpen our skills while learning on the job.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: No.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Reduction of IT costs and maintenance costs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 42**

**Researcher**: Good day sir, how are you today?

Participant: I am fine, thank you, how may I be of assistance on your study?

**Researcher:** My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, sir you may proceed.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please do proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we can.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We do not have a well-established IT department and therefore we are unable to send staff for IT trainings due to the cost of acquiring and also to maintain them.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Information Technology is a major driver for us in terms of financial performance, etc.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our internal business processes is configured to match our level of productivity.

1. Internal customers (employees’ satisfaction).

Participant: Excellent services attracts happy customers, and Information Technology has given us a platform to achieve that.

1. External Customers satisfaction

Participant: Customers are satisfied with our services, but we do give rooms for improvement if they are not satisfied.

1. Learning and growth (Employee skills and knowledge)

Participant: Our employees learn on the job because we indulge in a specialised services of auto power steering.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes! IT has been helping us in this organisation. In my capacity as the CEO, I am proactive, and I engage vigorously in the latest IT trends to apply it to what we offer in this organisation. Without IT, my proactiveness would not yield any good result.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Every given SME should take note of what works for their business operations and adopt them. It is costly to want to acquire every type of IT innovation. So therefore, business owners ought to know what works for their type of business.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question Mr. Ogwu.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 43**

**Researcher**: Good day, how are you today?

Participant: I am fine, thank you, how can I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We do not get to be trained in this organisation due to cost and time constraints.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: This question will likely be answered by the manager, but I can say we do have lots of clients.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Our productivity level is superb.

1. Internal customers (employees’ satisfaction).

Participant: We really do love our job.

1. External Customers satisfaction

Participant: Customers are pretty cool with the kind of services we render.

1. Learning and growth (Employee skills and knowledge)

Participant: We teach ourselves if there are new skills that anyone of us has learnt.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: IT innovations has brought oneness, synergy and synchronisation to this organisation.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Decent amount of sensitisation on IT innovations should be carried out. Advantages of IT innovations for SMEs should also be highlighted and cost to be evaluated or reviewed.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 44**

**Researcher**: Good day Ma’am, how are you today?

Participant: I am good, thank you, and how do you do?

**Researcher**: I am doing great, thanks. My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please proceed.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes please.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: We do not have all the necessary pharmaceutical equipment due to costs of purchasing, training employees and setting them up.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay, thank you.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: No idea.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: May you please move to the next question.

1. Internal customers (employees’ satisfaction).

Participant: We love our job as pharmacists.

1. External Customers satisfaction.

Participant: Customers speak highly of our services.

1. Learning and growth (Employee skills and knowledge)

Participant: Great and impressive.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: Yes. Team dynamics, we interact amongst ourselves if we learnt or discovered something new in IT.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Prices should be regulated to accommodate SMEs.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: None.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 45**

**Researcher**: Good day Sir, how are you today?

Participant: I am fine, thank you. How can I be of assistance and what is your study about? Researcher: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Okay, please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: okay, thank you.

**Researche**r: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I cannot comment on this.

**Researcher**: Shall we proceed to **section C** which is the influence of IT innovations on the performance of your organisation?

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: No comment.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Bring up the next question please.

1. Internal customers (employees’ satisfaction).

Participant: I have no idea.

1. External Customers satisfaction

Participant: I can only say satisfactory on the aspect of our customers.

1. Learning and growth (Employee skills and knowledge)

Participant: I have no idea.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we may.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Public awareness of IT innovations should be done to draw the attention of SMEs on the benefits involved by mere adoption of the technological advancement.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 46**

**Researcher**: Good day, how are you doing?

Participant: I am doing great, thanks.

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, please proceed.

**Researcher**: I will begin with **section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Please go ahead.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging (**X**)
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: Yes, we do make use of electronic prescribing of controlled substances (EPCS) and prescription drug monitoring programs (PDMPs).

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes please.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I cannot mention anything for now.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: Yes please.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: Our financial performance and increased cash flows is stable.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: Operational effectiveness in this pharmacy has brought about increased productivity, all due to IT innovations.

1. Internal customers (employees’ satisfaction).

Participant: Our employees are pharmaceutical personnel so that entails they are happy or satisfied with their job.

1. External Customers satisfaction

Participant: We ensure maximum satisfaction of every customer because they’re the reason our business remains alive.

1. Learning and growth (Employee skills and knowledge)

Participant: We encourage growth and idea sharing amongst the employees. Knowledge withheld cannot advance an organisation, but knowledge shared is power.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: IT innovations has ensured that the process of electronic prescribing of controlled substances (EPCS) and prescription drug monitoring programs (PDMPs) are properly implemented.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Training, retraining of employees or IT users should be constantly done while also reviewing the cost of acquisition and servicing of IT equipment.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: None sir.

**Researcher**: Thank you

Transcription of Interviews:

Interview Blueprint

**Participant 47**

**Researcher**: Good day ma’am, how are you today?

Participant: I am fine, thank you, how can I assist you?

**Researcher**: My name is Kingsley Ogwu and thank you for your time, for participating in this research, and for this interview. This study is about the influence of Information Technology innovations on the performance of organisations. This study will not only be beneficial to me, but to SME employees and organisations in South Africa by adding to knowledge on what has been studied before. If you are not comfortable in answering a particular question, please do not answer and if at any point you feel the need to withdraw from this conversation, you are free to do so as well. Should I proceed with the interview?

Participant: Yes, Mr Ogwu you may proceed with the interview.

**Researcher**: I will begin with **Section A** which requires your personal information, computer knowledge skills which you may tick on an answer of your choice as you go through the questionnaire.

Participant: Please continue.

**Researcher**: Shall we proceed to **section B** which is the extent of adoption and use of IT innovations by your organisation?

Participant: Yes, please.

**Researcher**: Does your organisation have a well-established IT department**?** Please note that you can respond with yes or no.

Participant: No.

**Researcher**: Do employees receive IT training? Please respond with either yes, no, or yes, but not all the time.

Participant: No.

**Researcher**: Do you make use of any of the following IT innovations for day-to-day business in your organisation?Please indicate which one to tick.

* Word Processing (**X**)
* Email (**X**)
* Inventory Management System (**X**)
* WhatsApp or Instant Messaging
* Search Engine Optimisation (**X**)
* Social Media e.g., Facebook, Twitter, Instagram, YouTube (**X**)
* Customer Relationship Management Systems CRM
* Mobile Money Systems (**X**)
* Human Resources Management Systems HRM
* Web Conferencing Systems e.g., Skype, Zoom, Google Hangouts etc
* Collaboration tools/Task Management Systems e.g., Monday.com, Flowdock, Slack, etc.

**Researcher**: Are you using any other IT innovations not mentioned above in your day-to-day business?If yes! Please indicate and explain.

Participant: No.

**Researcher**: Shall we proceed to **section C** on the challenges your organisation is facing in the adoption of IT innovations?

Participant: Yes, we may.

**Researcher**: What challenges if any is your organisation experiencing in the adoption of IT innovations for use in day-to-day business?

Participant: I would say that sophisticated pharmaceutical equipment is our challenge. Hence, variables such as staff training costs, maintenance, and software licencing can be addressed to curb the barriers of IT adoption at the workplace.

**Researcher**: Shall we proceed to **section D** which is the influence of IT innovations on the performance of your organisation?

Participant: okay.

**Researcher**: Please explain how and to what extent IT innovations are influencing your organisation if any in each of the following areas.

1. Financial performance (profitability, reduced costs, increased cash flows, return on investment)

Participant: No comment.

1. Internal business processes (efficiency, operational effectiveness, productivity).

Participant: IT has made our internal operations impressive.

1. Internal customers (employees’ satisfaction).

Participant: Next question please.

1. External Customers satisfaction

Participant: I have nothing to contribute here.

1. Learning and growth (Employee skills and knowledge)

Participant: It has been encouraging despite the challenges of ICT in this organisation.

**Researcher**: Are there other areas IT innovations are influencing your organisation? Please explain.

Participant: None.

**Researcher**: Shall we proceed to **section E** which is your recommendations for improving the adoption and use of IT innovations?

Participant: Yes, we can.

**Researcher**: In your opinion what should be done to improve the adoption and use of IT innovations by SMEs?

Participant: Global price regulation of IT innovations should be done to encourage SMEs to fully adopt.

**Researcher**: Thank you so much for your time as this is the end of the interview. Before I go, do you have any question for me?

Participant: No question, thank you Mr. Ogwu.

**Researcher**: Thank you