



# An Investigation into the Impact of Digital Transformation on Selling and Sales Management. A Case of Small to Medium Enterprises in Harare Central Business District

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## ABSTRACT.

This study examines the impact of digital transformation on sales efficiency, customer relationship management (CRM), market reach, and sales management functions among small and medium enterprises (SMEs) in Harare's Central Business District (CBD), Zimbabwe. Despite the global shift toward digitalization, SMEs in this region face challenges such as employee resistance and insufficient leadership support in adopting digital tools. Using a mixed-methods approach, data were collected from 20 SME owners, managers, and employees through surveys and interviews. Quantitative analysis, including t-tests and Pearson correlation, revealed a statistically significant positive impact of digital tools on sales efficiency ( $t = 11.776$ ,  $p = 0.001$ ) and a strong correlation between digital adoption and revenue growth ( $r = 0.831$ ,  $p = 0.001$ ). Qualitative findings highlighted barriers to full adoption, including resistance to change and inconsistent leadership support. The study concludes that digital transformation enhances SME sales performance but recommends greater investment in digital tools, employee training, leadership engagement, and cybersecurity awareness. Future research should explore long-term effects across diverse regions and industries in Zimbabwe

**Keywords:** Digital transformation. Digital adoption, Digital tools

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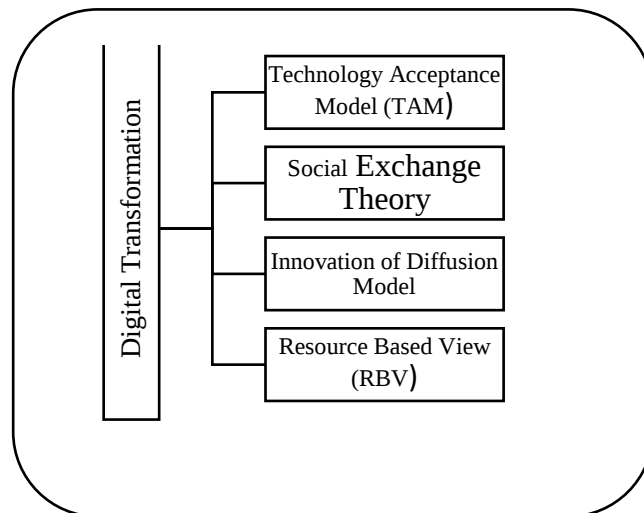
## 1. Introduction

The 21st century has witnessed rapid advancements in information and communication technologies (ICT), reshaping global business landscapes. Zimbabwe, in particular, has seen significant digital progress, with mobile money revolutionizing transactions and digital platforms becoming integral to commerce (Xinhua, 2021). According to the World Bank (2021), Zimbabwe's digital transformation is built on five pillars: digital infrastructure, digital skills, digital government platforms, digital entrepreneurship, and digital financial services. A strong digital foundation is critical for trade and commerce growth, yet small and medium enterprises (SMEs) in Harare's Central Business District (CBD) face significant challenges in adopting and integrating digital tools into their selling and sales management processes. This study investigates the impact of digital transformation on SMEs in Harare CBD, focusing on sales efficiency, customer relationship management (CRM), market reach, and sales management functions. It also explores barriers to adoption, such as employee resistance, leadership support, and resource constraints. The acceleration of digitalization has spurred a paradigm shift in consumer behavior, compelling businesses to recalibrate their approaches to selling and sales management. SMEs in Harare CBD, characterized by their agility and responsiveness, are at the forefront of this transformative wave. However, they often grapple with challenges such as limited access to digital infrastructure, skills gaps, and financial constraints. This study addresses these issues by examining the extent to which SMEs have integrated digital technologies into their sales operations, the benefits realized, and the challenges faced. Technologies such as the Internet of Things (IoT), artificial intelligence (AI), and data analytics have the potential to enhance efficiency, reduce costs, and improve customer experiences (Chatora, 2023). However, their adoption is often hindered by complexity, talent deficits, outdated systems, and security concerns (Buzinkay, 2023). The research employs a mixed-methods approach, combining surveys and interviews with 20 SME owners, managers, and employees in Harare CBD. Quantitative data were analyzed using descriptive statistics, t-tests, and Pearson correlation, while qualitative data were coded and analyzed thematically. The findings reveal a statistically significant positive impact of digital transformation on sales efficiency ( $t$ -statistic = 11.776,  $p = 0.001$ ) and a strong positive correlation between digital tool adoption and sales revenue growth ( $r = 0.831$ ,  $p = 0.001$ ). These results led to the rejection of the null hypothesis, confirming that digital transformation significantly enhances selling and sales management within SMEs in Harare CBD. Despite these benefits, the study identifies several barriers to full adoption, including employee resistance, inconsistent leadership support, and limited awareness of cybersecurity risks. To address these challenges, the study recommends increased investment in digital tools, employee training, leadership involvement in digital strategies, and greater awareness of cybersecurity risks. It also highlights the need for tailored training programs to bridge skills gaps among sales teams and proposes strategies for optimizing digital transformation in SMEs. The study's significance lies in its focus on Harare CBD, a vibrant economic hub, and its potential to inform both academic discourse and practical strategies for SMEs navigating digital transformation. By addressing key questions—such as the extent of digital adoption, its impact on sales performance, and the skills gaps and training needs of sales teams—the research provides actionable recommendations

for SMEs, policymakers, and business support organizations. Ultimately, the study contributes to the broader understanding of digital transformation and its implications for SMEs in developing economies like Zimbabwe. Future research should explore the long-term impacts of digital transformation across different regions and industries in Zimbabwe, providing a more comprehensive understanding of its potential to drive sustainable growth and competitiveness.

## 2. Literature review

As SMEs in Harare CBD navigate the complexities of the digital age, understanding the theoretical underpinnings of digital adoption is essential. Mubarak et al. (2019) emphasized that advanced human capital is necessary for digital transformation and modernization. Similarly, Zhang et al. (2022) argued that employee skills positively influence the relationship between organizational capabilities and digital transformation, explaining the generation of differentiated value. Digital transformation compels organizations to make strategic responses through technologies such as information, computing, and communication, transforming their structures, boundaries, and value generation paths. Teng et al. (2022) argued that digital transformation involves developing dynamic digital business models through robust support capabilities. Sales performance is a crucial area where digital transformation has demonstrated significant impact. According to Smith et al. (2018), SMEs embracing digital technologies experience increased sales revenue and customer satisfaction due to the ability of digital tools to streamline processes and personalize customer interactions. However, Mubarak et al. (2019) highlighted that digital advancements require organizations to rethink their business models. For example, business-to-business (B2B) sales and processes face disruptions from artificial intelligence, machine learning, and digital work environments, as noted by Mattila et al. (2021). Teng et al. (2022) further stated that traditional industries increased efficiency by 30-50% after completing digital transformation, with overall operating efficiency improving by 8-10 times. E-commerce and online selling are notable outcomes of digital transformation. Brown et al. (2020) underscored the importance of online platforms in expanding market reach, enabling SMEs to engage with a global customer base. However, challenges such as cybersecurity and digital literacy persist, as highlighted by Mubarak et al. (2019), raising concerns about the changing nature of jobs, skills, privacy, and security. Social media also plays a pivotal role in shaping brand perception and influencing consumer behavior. Johnson et al. (2019) emphasized that SMEs adopting social selling strategies on platforms like Facebook and Instagram enhance customer engagement, gather feedback, and promote products or services more effectively. Despite these benefits, SMEs in Harare face barriers to digital transformation, including limited resources, inadequate infrastructure, and resistance to change. Moyo et al. (2021) noted that overcoming these challenges is crucial for SMEs to fully harness the potential benefits of digital transformation in sales management. While extensive research has explored digital transformation in larger organizations, there remains limited study of its impact on SMEs in developing regions like Harare's CBD (Vial, 2019). Existing literature focuses on high-resource environments, often neglecting the unique challenges SMEs face in regions with limited infrastructure and digital literacy. Additionally, there is a gap in research specifically addressing how digital transformation affects sales processes and customer interactions in SMEs (Bharadwaj et al., 2013). The role of organizational culture and leadership in driving successful digital transformation within SMEs also requires further exploration (Kane et al., 2015). Addressing these gaps provides valuable insights for SMEs to optimize their sales strategies and effectively navigate digital transformation. Digital transformation has reshaped industries globally, fundamentally altering traditional business models and redefining processes across various sectors, including selling and sales management. Small and medium enterprises (SMEs) in dynamic urban centers, such as Harare's Central Business District (CBD), face both opportunities and challenges in leveraging digital transformation for sustainable growth and competitive advantage. This literature review examines the impact of digital transformation on SMEs, focusing on selling and sales management while identifying key theoretical frameworks and practical implications. The Technology Acceptance Model (TAM) and Innovation Diffusion Theory (IDT) provide essential insights into the adoption of digital technologies. TAM emphasizes the role of perceived ease of use (PEOU) and perceived usefulness (PU) in influencing employees' acceptance of digital tools, such as customer relationship management (CRM) systems and sales analytics software. For SMEs in Harare's CBD, user-friendly technologies and demonstrable benefits to job performance are crucial for overcoming resistance to digital adoption. Innovation of Diffusion Theory (IDT) categorizes technology adopters into innovators, early adopters, early majority, late majority, and laggards, offering a framework for understanding varying rates of adoption among SMEs. Organizational culture, leadership support, and resource constraints significantly influence these adoption rates. The Resource-Based View (RBV) highlights the importance of internal resources—both tangible (e.g., financial capital, technology) and intangible (e.g., expertise, organizational culture)—in achieving a competitive advantage through digital transformation. SMEs with strong financial and human resources are better positioned to adopt and implement digital tools effectively, while those lacking such resources encounter significant barriers. Additionally, Social Exchange Theory (SET) explores how digital platforms, such as social media and CRM systems, enhance customer engagement, loyalty, and satisfaction by facilitating personalized services and efficient communication. Empirical research consistently shows a positive correlation between digital transformation and improved sales performance. Digital tools streamline sales processes, personalize customer interactions, and offer real-time insights, ultimately leading to increased sales revenue and customer satisfaction. E-commerce and social media platforms have broadened market access, enabling SMEs to engage with a global customer base. However, SMEs in Harare face challenges, such as limited resources, inadequate infrastructure, and resistance to change, which hinder full digital adoption. Cybersecurity concerns and digital literacy gaps further complicate the integration of digital technologies. Despite the available insights, there remains a significant research gap regarding the impact of digital transformation on SMEs in developing regions like Harare CBD. Much of the existing literature focuses on high-resource environments, overlooking the unique challenges SMEs in low-resource settings face. Limited empirical research explores how digital transformation specifically affects sales processes, customer interactions, and competitive positioning in these SMEs. Additionally, the role of organizational culture and leadership in driving digital adoption remains underexplored. Digital transformation has revolutionized business operations, reshaping traditional practices across sectors.



**Figure 2.0 Theoretical Framework**

### 3. Research methodology

This study employed a mixed methods research approach to investigate the adoption, perceived benefits, and challenges of digital transformation in selling and sales management among small and medium enterprises (SMEs) in the Harare Central Business District (CBD), Zimbabwe. The methodology integrated both quantitative and qualitative research methods to provide a comprehensive understanding of the phenomenon, as advocated by Creswell et al. (2017). Quantitative data were collected through structured questionnaires, while qualitative insights were gathered using open-ended questions and semi-structured interviews. This dual approach enabled the collection of numerical data alongside in-depth contextual insights, ensuring a balanced and holistic perspective on the impact of digital transformation on SME sales processes. The study population comprised SMEs operating within the Harare CBD, a region where SMEs play a critical role in the local economy and face increasing pressure to adopt digital technologies to remain competitive. The target participants included SME owners, managers, employees, and IT personnel directly involved in sales management and digital transformation initiatives. These individuals were selected for their ability to provide valuable insights into the adoption and impact of digital tools on sales processes. The population spanned diverse sectors, including retail, services, and manufacturing, to capture a broad range of experiences and challenges associated with digital transformation. A combination of random and purposive sampling techniques was employed to ensure diversity and representativeness in the sample. Random sampling was used to select employees from various SMEs across different industries, while purposive sampling was applied to identify key decision-makers, such as owners, managers, and IT personnel, who were directly involved in digital transformation efforts. This approach, as recommended by Patton (2015), ensured the inclusion of participants with relevant knowledge and experience. A sample size of 20 participants was targeted for the quantitative survey, while 20 in-depth interviews were conducted to gather rich qualitative data. Data collection was carried out using a single instrument that combined survey questionnaires and semi-structured interviews. The survey, grounded in frameworks such as the Technology Acceptance Model (TAM), included Likert-scale and multiple-choice questions to measure variables such as digital tool adoption, perceived ease of use, and the impact of digital transformation on sales efficiency and customer relationship management. Open-ended questions were incorporated to allow participants to elaborate on their experiences and perceptions. Semi-structured interviews were conducted with key decision-makers to explore organizational culture, leadership influence, and specific challenges and benefits associated with digital transformation. Quantitative data were analyzed using descriptive and inferential statistics. Descriptive statistics provided an overview of demographic information, digital tool usage, and the perceived impact of digital transformation on sales processes. Inferential statistical tests, including correlation and regression analysis, were conducted to examine relationships between variables, such as the influence of perceived ease of use on digital tool adoption or the link between digital transformation and sales performance. Statistical software SPSS was utilized for this analysis, as suggested by Field (2017). Qualitative data from interviews were transcribed and analyzed using thematic analysis, as outlined by Braun et al. (2006). This involved identifying recurring themes and patterns, such as the role of leadership in driving digital transformation or the specific challenges faced by SMEs during adoption. Qualitative analysis software, NVivo, was used to code and categorize the data, facilitating a deeper understanding of contextual factors influencing digital transformation. Fieldwork was conducted in the Harare CBD, with respondents randomly selected from various industries, including retail, manufacturing, and services. Data were collected through face-to-face interviews, with questionnaires administered on-site to ensure accuracy and completeness. A cold-calling approach was used to recruit participants, supplemented by telephone appointments where necessary. This method ensured a diverse and representative sample, enabling the collection of robust and reliable data. By integrating quantitative and qualitative data, the study provided a comprehensive understanding of the impact of digital transformation on SME sales management. The mixed methods approach allowed for triangulation and validation of findings, offering nuanced insights into the challenges and opportunities associated with digital adoption in resource-constrained contexts like Harare. This methodological rigor aligns with the recommendations of Creswell et al. (2017) and Venkatesh et al. (2013), ensuring the study's findings are both credible and generalizable.

## 4. Research findings

This chapter presents the findings derived from data collected through a hybrid questionnaire, which integrated both quantitative (survey) and qualitative (interview) methods. The data were gathered to address the research objectives concerning the impact of digital transformation on selling and sales management among Small and Medium Enterprises (SMEs) in the Harare Central Business District (CBD). The findings are presented in a structured format, utilizing tables, charts, and graphs to illustrate key insights from both quantitative and qualitative responses. Quantitative data were analyzed using appropriate statistical methods, while qualitative data were examined through thematic analysis. This dual analytical approach ensured a comprehensive exploration of relationships, patterns, and trends within the data. The findings are discussed in relation to the existing literature and the theoretical framework established in earlier chapters, providing context and highlighting their implications for SMEs in Harare. The interpretation of results offers insights into the research questions and objectives, with a particular focus on the implications of digital transformation for sales processes within SMEs. Practical implications and recommendations for businesses and policymakers are also considered.

### 4.1 Demographic characteristics of respondents

An understanding of the demographic characteristics of respondents is essential for contextualizing the findings, particularly in terms of how their roles, experience, and company attributes may influence their perspectives on digital transformation and its impact on sales management. The study participants represented a diverse range of roles within their respective SMEs, including owners or managers, sales representatives, IT personnel, and support staff. This diversity ensured that the data captured a broad spectrum of perspectives, ranging from strategic decision-making at the leadership level to operational experiences in sales processes.

**Figure 4.0 Role at Company**

**Role at Company**

|                             | Frequency | Percent | Valid Percent | Cumulative Percent |
|-----------------------------|-----------|---------|---------------|--------------------|
| <b>Owner / Manager</b>      | 16        | 80      | 80            | 80                 |
| <b>Sales Representative</b> | 2         | 10      | 10            | 90                 |
| <b>IT Personnel</b>         | 2         | 10      | 10            | 100                |
| <b>Total</b>                | 20        | 100     | 100           |                    |

The participants above represented a range of roles within their respective SMEs, including owners or managers, sales representatives, IT personnel, and other support staff. The diversity of roles ensured that the data reflected a wide perspective on digital transformation, from decision-making at the leadership level to hands-on experiences in sales operations.

**Figure 4.1 Type of industry**

|                      | Frequency | Percent | Valid Percent | Cumulative Percent |
|----------------------|-----------|---------|---------------|--------------------|
| <b>Retail</b>        | 8         | 40      | 40            | 40                 |
| <b>Manufacturing</b> | 5         | 25      | 25            | 65                 |
| <b>Services</b>      | 5         | 25      | 25            | 90                 |
| <b>Other</b>         | 2         | 10      | 10            | 100                |
| <b>Total</b>         | 20        | 100     | 100           |                    |

The SMEs surveyed represented a variety of industries, including retail, manufacturing, and services. Each industry may have different levels of engagement with digital transformation, and these differences were explored in the analysis to determine how sectoral variation influenced the impact of digital technologies on sales management. 40% of the respondents were in retail industry, manufacturing and services both had 25% as above tabulated

Figure 4.2 Adoption of digital technology for sales management

| Adoption of Digital Technology for Sales Management |       |           |         |               |                    |
|-----------------------------------------------------|-------|-----------|---------|---------------|--------------------|
|                                                     |       | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                                               | Yes   | 14        | 70.0    | 70.0          | 70.0               |
|                                                     | No    | 6         | 30.0    | 30.0          | 100.0              |
|                                                     | Total | 20        | 100.0   | 100.0         |                    |

Figure 4.3 Extent of implementation of digital transformation.

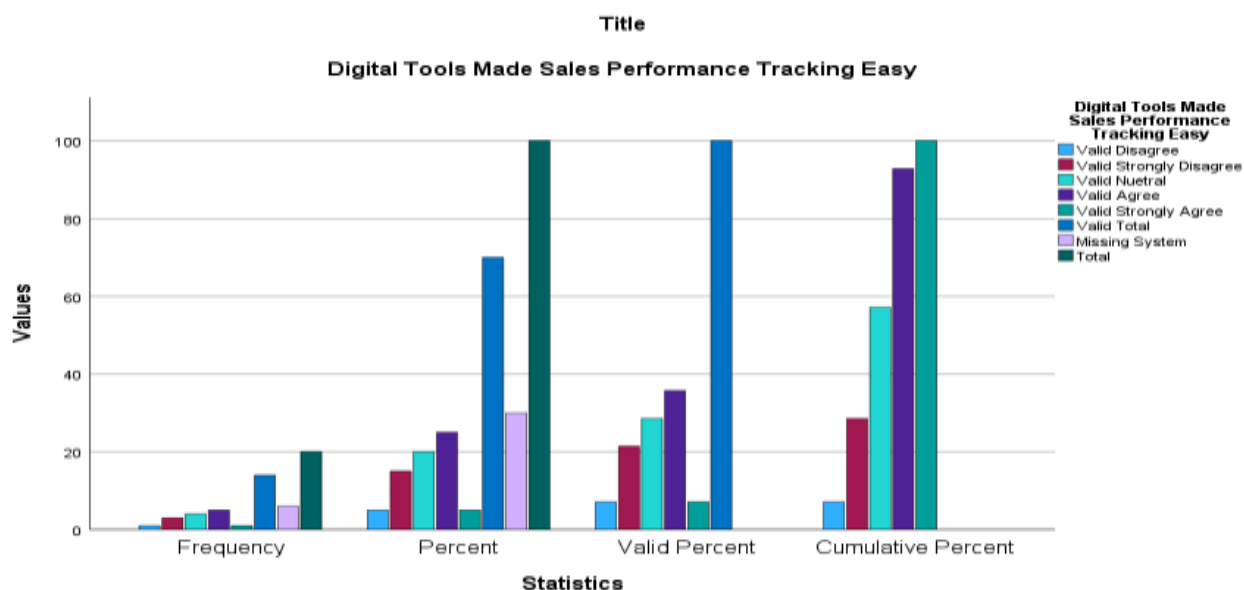
| Extent of Implementation of Digital Transformation in Sales Management |             |           |         |               |                    |
|------------------------------------------------------------------------|-------------|-----------|---------|---------------|--------------------|
|                                                                        |             | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                                                                  | Not At All  | 6         | 30.0    | 30.0          | 30.0               |
|                                                                        | Partially   | 7         | 35.0    | 35.0          | 65.0               |
|                                                                        | Moderately  | 4         | 20.0    | 20.0          | 85.0               |
|                                                                        | Extensively | 3         | 15.0    | 15.0          | 100.0              |
|                                                                        | Total       | 20        | 100.0   | 100.0         |                    |

The background information also included data on the extent to which the participating SMEs had adopted digital transformation practices. Thirty five percent had partially adopted digital technologies, 30% moderately, 15% Extensively while 30% had not adopted at all. The level of digital adoption served as a key variable in the subsequent analysis, linking technology use to sales performance and management practices

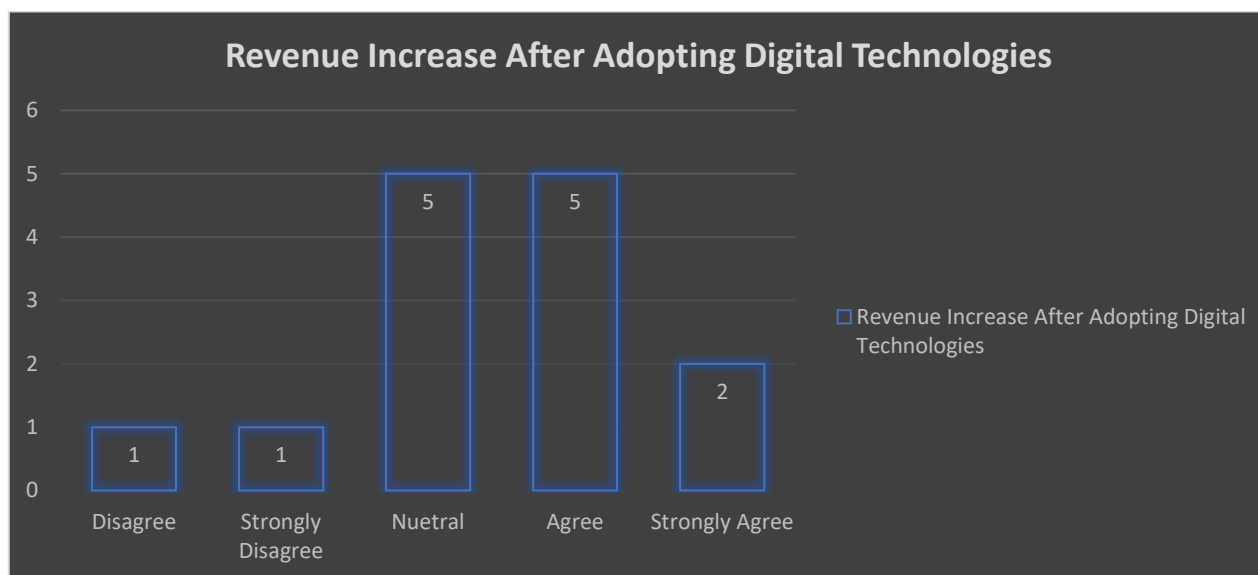
Figure 4.4 Digital effect on sales efficiency

| Digital Transformation Effect on Sales Efficiency |                  |           |         |               |                    |
|---------------------------------------------------|------------------|-----------|---------|---------------|--------------------|
|                                                   |                  | Frequency | Percent | Valid Percent | Cumulative Percent |
| Valid                                             | Strongly Diagree | 1         | 5.0     | 7.1           | 7.1                |
|                                                   | Disagree         | 1         | 5.0     | 7.1           | 14.3               |
|                                                   | Nuetral          | 3         | 15.0    | 21.4          | 35.7               |
|                                                   | Agree            | 5         | 25.0    | 35.7          | 71.4               |
|                                                   | Strongly Agree   | 4         | 20.0    | 28.6          | 100.0              |
|                                                   | Total            | 14        | 70.0    | 100.0         |                    |
| Missing                                           | System           | 6         | 30.0    |               |                    |
| Total                                             |                  | 20        | 100.0   |               |                    |

Twenty five percent of the respondents agreed that digital technology had a positive effect on sales efficiency and 20% strongly agreed with the same view. While those that disagreed and strongly disagreed were both 1% of the respondents. 15% were not sure of the effect. The table outlines the data. 6 of the respondents representing 30% do not use Digital technologies at all.

**Figure 4.5 Digital Tools Made Sales Performance Tracking Easy**

The chart above shows that 25% of the respondents agreed that digital tools made sales performance tracking easy while 5% strongly agreed, 5% also strongly disagreed, 15% disagreed and 20% were neutral on the variable

**Figure 4.6 Revenue Increased after adoption of Digital Technologies****Figure 4.7 Correlation between sales Revenue Increase and Extent of Digital Transformation in Sales management**

### Correlations

|                                                                        |                     | Sales Revenue Increase after Adopting Digital Technology | Extent of Implementation of Digital Transformation in Sales Management |
|------------------------------------------------------------------------|---------------------|----------------------------------------------------------|------------------------------------------------------------------------|
| Sales Revenue Increase after Adopting Digital Technology               | Pearson Correlation | 1                                                        | .831**                                                                 |
|                                                                        | Sig. (2-tailed)     |                                                          | <.001                                                                  |
|                                                                        | N                   | 14                                                       | 14                                                                     |
| Extent of Implementation of Digital Transformation in Sales Management | Pearson Correlation | .831**                                                   | 1                                                                      |
|                                                                        | Sig. (2-tailed)     | <.001                                                    |                                                                        |
|                                                                        | N                   | 14                                                       | 20                                                                     |

\*\* . Correlation is significant at the 0.01 level (2-tailed).

#### Interpretation and Analysis of Correlation Test Results

The correlation analysis revealed a strong, statistically significant relationship between the extent of digital technology implementation in sales management and increased sales revenue ( $r = 0.831$ ,  $p = 0.001$ ). The positive Pearson correlation coefficient of 0.831 suggests that as the implementation of digital technologies increases, so does sales revenue. The p-value of 0.001, well below the 0.05 threshold, indicates that the likelihood of this relationship occurring by chance is minimal. These results support the rejection of the null hypothesis, confirming the critical role of digital transformation in enhancing sales performance among SMEs in Harare's Central Business District.

#### Interpretation of T-Test for Hypothesis Testing

The t-test results revealed a statistically significant difference between the sample mean (3.43) and the hypothesized population mean, with a t-statistic of 11.776, degrees of freedom ( $df = 13$ ), and a p-value of 0.001. The mean difference of 3.429, along with the 95% confidence interval (2.8, 4.06), further supports this conclusion, as the interval does not include 0. The small standard error of the mean ( $SEM = 0.29$ ) indicates precise estimates, and the significant p-value ( $<0.05$ ) leads to the rejection of the null hypothesis. This suggests that digital transformation has a significant impact on selling and sales management in SMEs in Harare's Central Business District. The study on digital transformation's effect on sales efficiency among SMEs in Harare's CBD revealed that 64.3% of respondents believed digital tools improved sales efficiency, while 7.1% expressed negative experiences. Most SMEs viewed digital transformation as beneficial, with a minority either neutral or resistant. In terms of customer relationship management (CRM), 92.9% of respondents agreed that CRM improved post-digital transformation, indicating a strong positive impact. However, when asked about sales increases, only 50% of respondents agreed, while 35.7% remained neutral, suggesting that many SMEs had yet to see significant sales growth. Digital transformation was widely recognized for its role in reaching new customers, with all respondents agreeing on its effectiveness in market expansion. However, employee ease of use of digital tools was more mixed, with 42.9% neutral, 35.7% in agreement, and 21.4% strongly disagreeing, signalling challenges in employee adaptation. Leadership support for digital transformation was generally positive, with 57.1% agreeing, although 21.4% were neutral, and some resistance at leadership levels was noted. Similarly, while 57.1% felt that their organizational culture encouraged innovation, 21.4% disagreed or were unsure. Employee resistance to digital tools was a common issue, with 71.5% of respondents reporting some level of pushback. Among non-adopters, 50% expressed willingness to consider future adoption, though challenges such as cost and training were potential barriers. Regarding the extent of digital transformation, only 15% had fully implemented digital tools, while most were still in the early stages. Although social media was universally adopted, CRM systems and sales analytics tools were underutilized, with 64.3% and 71.4% of respondents, respectively, not using these more advanced tools. This suggests that while digital transformation is underway, there is still significant room for improvement in terms of tool adoption and utilization.

## 5. Discussions

The findings from the study revealed that digital transformation had a significant impact on increase in sales revenue, sales efficiency, customer relationship management, and market reach for SMEs in Harare Central Business District. However, the extent of digital adoption was varied, with some businesses fully implementing digital tools while others are still in the early stages or facing resistance from employees and leadership. Key challenges identified included the resistance to digital tools by employees, difficulties in employee ease of use, and limited leadership support in some cases. The study also highlighted the importance of organizational culture in driving innovation and the critical role of leadership in supporting digital transformation efforts. Despite the positive perceptions of digital transformation in terms of improving customer relationships and expanding market reach, there remained a significant portion of businesses that had not fully realized sales growth. This may be due to incomplete implementation of digital tools or other external factors influencing sales performance.

## 6. Conclusion

This study examined the impact of digital transformation on selling and sales management within SMEs in Harare's Central Business District (CBD), addressing the challenges of digital tool adoption in sales functions to remain competitive. The research employed a mixed-methods approach, combining

quantitative data from surveys with qualitative insights from interviews, targeting SME owners and managers involved in sales and technology adoption. Statistical analysis, including t-tests and Pearson correlation, revealed a significant positive relationship between digital tool adoption and sales efficiency, customer relationship management (CRM), and market reach, supporting existing literature on the transformative role of digital technologies in sales management. However, employee resistance and limited leadership support were identified as challenges, consistent with change management theories that emphasize organizational culture and readiness. Despite a limited geographic focus, the study offers valuable insights into digital transformation among SMEs in Harare CBD. The findings confirm the positive impact of digital tools on sales performance, with 64.3% of respondents reporting improvements in sales efficiency and 92.9% noting enhanced CRM. Additionally, 100% acknowledged the role of digital tools in expanding market reach. Nonetheless, employee resistance remains a key barrier, with 71.5% of respondents indicating pushback against digital adoption. Leadership support emerged as a critical factor, although some SMEs reported challenges in leadership buy-in. Hypothesis testing, with a t-statistic of 11.776 and a Pearson correlation coefficient of  $r = 0.831$ , confirmed that digital transformation significantly improved sales management, leading to the rejection of the null hypothesis and acceptance of the alternative hypothesis, affirming the substantial impact of digital transformation on selling and sales management in SMEs in Harare CBD.

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