



ADDIS ABABA UNIVERSITY
SCHOOL OF COMMERCE
COLLEGE OF BUSINESS AND ECONOMICS
DEPARTMENT OF MARKETING

FACTORS AFFECTING E-MARKETING ADOPTION IN INSURANCE
INDUSTRY

A CASE STUDY ON ETHIOPIAN INSURANCE CORPORATION

BY

DEREJE DESALEGN BIRU

JUNE, 2019

A.A, ETHIOPIA

**FACTORS AFFECTING E-MARKETING ADOPTION IN INSURANCE
INDUSTRY
A CASE STUDY ON ETHIOPIAN INSURANCE CORPORATION**

**BY
DEREJE DESALEGN**

**THESIS SUBMITTED TO ADDIS ABABA UNIVERSITY SCHOOL
OF COMMERCE IN PARTIAL FULFILMENT OF THE REQUIRMENTS
FOR THE DEGREE OF
MASTERS OF MARKETING MANAGEMENT**

ADVISOR: DR.TEMESGEN BELAYNEH

JUNE, 2019

ADDIS ABABA

ADDIS ABABA UNIVERSITY

SCHOOL OF COMMERCE

NAME: DEREJE DESALEGN

DEGREE: MA in MARKETING MANAGEMENT

TITLE: FACTORS AFFECTING E-MARKETING ADOPTION IN

INSURANCE INDUSTRY:

A CASE STUDY ON ETHIOPIAN INSURANCE CORPORATION

APPROVED BY BOARD OF EXAMINERS

DEAN GRADUATE STUDIES

-----SIGNATURE----- DATE-----

ADVISOR

-----SIGNATURE----- DATE-----

EXTERNAL EXAMINER

-----SIGNATURE----- DATE-----

INTERNAL EXAMINER

-----SIGNATURE----- DATE-----

DECLARATION

I the under signed hereby declare that this thesis has been prepared by me in partial Fulfilment of the requirments for the award of a degree Masters of Marketing Management. I wish to state that this work has never been presented in any university or Institution of learning apart from references made to the works of other people for which I have dully acknowledged. Therefore it is an original work done by me under a close supervision of my advisor.

Name: - Dereje Desalegn

Signature-----

June, 2019

ENDORSEMENT

This is to certify that Dereje Desalegn has carried out his research work on the topic titled as “Factors Affecting E-Marketing Adoption in Insurance Industry: A case study on Ethiopian Insurance Corporation”. The Work is original in nature and is suitable for submission for the award of Masters Degree in Marketing Management.

Advisor: - Dr.Temesgen Belayneh

Signature:-----

Date:-----

ACKNOWLEDGEMENTS

I owe first a debt of gratitude to the Almighty God without his Grace and mercy I Could not have come this far, even in starting and successfully completing this Master’s Program. I would like to express my sincere appreciation to my advisor Dr. Temesgen Belayneh for his support, insightful guidance, careful reading through the manuscript, and the constructive comment. I would also like to thank all of the EIC staff members for their invaluable help that made for the completion of the study.

Finally, I extend the deepest and warmest thanks to all of my families for their endless and unreserved help.

TABLE OF CONTENTS

ACKNOWLEDGEMENTS	i
TABLE OF CONTENTS.....	ii
LIST OF TABLES	v
LIST OF FIGURE.....	vi
ABBREVIATION.....	vii
ABSTRACT.....	viii
CHAPTER ONE	1
INTRODUCTION	1
1.1 Back Ground of the Study	1
1.2 Background of the organization	3
1.3 Statement of the Problem	5
1.4 Basic Research questions	6
1.5 Objective of the Study.....	6
1.5.1 General objective of the study:.....	6
1.5.2 Specific objective of the study	6
1.6 Research hypothesis	7
1.7 Significance of the Study	8
1.8 Scope of the study	8
1.9 Limitation of the Study	8
1.10 Definition of Terms.....	8
1.11 Organization of the Paper.....	9
CHAPTER TWO	10
REVIEW OF RELATED LITERATURE	10
2.1 Theoretical Literature Review.....	10
2.1.1 Introduction.....	10
2.1.2 E-Marketing	13

2.1.3	Essence & Importance of Internet	15
2.1.4	Insurance Industry in Ethiopia	16
2.1.5	E-Marketing adoption factors in insurance industry	17
2.1.5.1	Individual Factors	17
2.1.5.2	Organizational Factors	18
2.1.5.3	Technological Factors	18
2.1.5.4	Environmental Factors	18
2.2	Empirical Review.....	18
2.2.1	Adoption of E-Marketing in Insurance Industry.....	18
2.2.2	The Interaction of Factors and the Extent of E-market Adoption in Insurance Industries	20
2.2.3	Growth stages of E-Marketing	21
2.3	The Conceptual Frame Work of the study.....	24
CHAPTER THREE		25
RESEARCH DESIGN AND METHODOLOGY		25
3.1	Introduction.....	25
3.2	Research Design.....	25
3.3	Population , Sample Size & Sampling Technique	25
3.4	Data sources & Types	26
3.5	Data collection procedures	26
3.6	Methods of data analysis	26
3.7	Ethical considerations	27
CHAPTER FOUR.....		28
DATA PRESENTATION, INTERPRETATION AND ANALYSIS		28
4.1	Introduction.....	28
4.2	Data presentation.....	28
4.2.1	Demographic sample.....	28

4.2.2 Reliable Data Analysis of the Study	29
CHAPTER FIVE	39
DISCUSSION, CONCLUSION, LIMITATION & RECOMMENDATION	39
5.1 Introduction.....	39
5.2 Discussion.....	39
5.3 Conclusion	43
5.4 Limitation	44
5.5 Recommendations.....	44
REFERENCES	46
Appendix.....	i

LIST OF TABLES

Table 1. Sample of Demographic.....	28
Table 2. Reliability analysis Score dimensions.....	29
Table 3. Correlation Matrix.....	30
Table 4. Hypothesis Testing.....	31
Table 5. Individual Variables hypothesis prediction.....	32
Table 6. Descriptive Stastics of variables.....	33
Table 7: Assumption of multicollinearity	34

LIST OF FIGURE

Figure 1. Difference between Internet Marketing,E-Marketing, E-commerce & E- Business.....	14
Figure 2. Conceptual framework of the study	24
Figure 3. Independent grouped frequency distribution for EIC Performance.....	31
Figure 4.Assumptions of Homoscedastic and Linearity	35
Figure 5. The association between Human resource Skill & EIC performance.....	36
Figure 6. Association between infrastructure & EIC performance.....	37
Figure 7. Association between government support and EIC performance.....	37

ABBREVIATION

EDI-	Electronic data Interchange
EIC-	Ethiopian Insurance Corporation
EFT-	Electronic fund Transfer
E-Marketing-	Electronic Marketing
E-Commerce-	Electronic Commerce

ABSTRACT

Over the years the internet has steadily become an extremely relevant marketing tool for businesses around the world. So that recent surveys have focused on the adoption of E-Marketing in both developed & developing countries. Several opportunities of E-Marketing for companies encompass access to new, untapped markets, overcome distance, work together with governments and contribution in value chains (Business to Business). Indeed there exists a rich benefit of E-Marketing all over the world and even E-Marketing adoption in insurance industry is an important of the social economic development of the country. But, the adoption of E-Marketing in insurance industry has been slow. This is attributed to certain E-Marketing adoption factors which have not been fully developed in Ethiopia Context. Therefore, a perspective study uses factors that affect E-Marketing adoption in EIC is necessary to fill in the gap. The main objective of this study was to assess and evaluate the level of E-Marketing adoption in EIC, by trying to distinguish different factors affecting E-Marketing adoption in EIC in order to cite solution. The study employed structured questioner as main research instrument & the target population was the Ethiopian Insurance Corporation Main District 532 employees and the sample size was 132 employees selected for questioner response and 120 of the respondent gave response for the questioner. Descriptive statics was used to summarize the respondents' demographic characteristics. Multiple regression analysis was done and the results showed that generally technological factors, organizational factors and environmental factors (TOE). All have influence on the rate of adoption of E-Marketing in EIC.

Key Words: Adoption, E-Marketing, Value chains, Untapped Markets & TOE.

CHAPTER ONE

INTRODUCTION

This chapter presents the background of the study, statement of the problem, research questions, objective of the study, significance of the study, scope of study, limitations of the study, organization of the research report and definitions of key terms.

1.1 Back Ground of the Study

The historical investigation of the development of E-Marketing, until fairly recently has paid a great deal of attention throughout the world. Much academic strategy and archival research has been an influence for the development of E-Marketing. Based on this Over the last decade the world has seen a meteoric rise in E-Marketing (E-Commerce), which can be defined as the sharing of business information, maintaining of business relationship, and conducting of business transaction by means of telecommunications networks. At this time several distinct categories of E-Marketing have emerged even if business- to-consumer E-Marketing has received the most attention, it is much less prevalent than business to business E-marketing. Although projections vary, many analysts predict that E-Marketing will continue to grow unabated. Forrester Research projects that global E-marketing will reach \$6.9 trillion in 2004; Gartner Group estimates that B2B E-marketing alone will skyrocket to \$7.3 trillion in 2004, that account Seven percent of all global sales transactions. What we clearly know is not all industries have experienced the same level of success in transitioning from a traditional retail approaches to the less clear cut online models. Several areas within the financial services industry, such as banking & investment, have had a significant amount of success adapting to cyberspace. The insurance industry, on the other hand, has been lagging in its adoption of E-Marketing. The current reality is that few available e-insurance offerings provide any real value and that is less than 1% of all insurance sales are actually being transacted online and this show implementation of E-Marketing in the insurance industry need some future technological trends that will accelerate the transition to this new era of e-insurance. In modern day insurance has evolved into a multifaceted and complex industry involving an array of divergent products and services. The current insurance industry landscape is characteristically hybrid in nature, offering everything from health and life insurance to property and casualty. Many insurance companies also offer financial services such as asset

Management as well as commercial leasing and lending. The major purpose of E-Marketing is to provide fantastic benefit to both external Users and to the company's managers for making operating decisions that help to maximize profitability of the company and customer satisfaction. As we all know E-Marketing is the application of a broad range of information technologies for Transforming marketing strategies to create more customer value, for planning efficiently and executing the conception, distribution, promotion and pricing of goods, services, and ideas to create exchanges that satisfy individual consumer and organizational customers' objectives. But, a number of forces have challenged the insurance industry in recent years, resulting in stagnant sales in both the life/health and property/Causality sectors and this slow down arise from a number of factors:

- The emergence of financial product such as annuities and mutual funds has lured customers away from traditional life insurance products.
- Skyrocketing costs of health insurance.
- Customers are turning to self-insurance and other risk management alternative measures as opposed to traditional property/casualty products and
- To deregulation such as banks that are expanding their range of services.

Although it has been slow in adopting e-marketing, the insurance industry stands to gain substantially from picking up the pace so that the potential benefits to be accrued undeniable by:-

- Reduction of transaction costs.
- More competitive products by incorporating the speed, flexibility and interactive capabilities of the net.
- The growth of markets by generating more leads and expanding markets more quickly at a relatively lower cost thereby increasing revenues, and improvement of investment by expanding investment strategies.

Source: Grossman, Martin; McCarthy, Richard V.; and Aronson, Jay E. (2004). E-Commerce Adoption in the Insurance Industry.

E-Marketing

Like the name suggest, E-Marketing refers to the use of the Internet and Digital media capabilities to facilitate the marketing products or services. These new ubiquitous digital technologies are a valuable addition to traditional marketing approaches not considering the size and nature of the business. E-Marketing also referred to as online Marketing, Web Marketing, Internet Marketing (Introduction to E-Marketing 2010).

E-Marketing is similar to the traditional ways of marketing but entirely electronic, it involves the building of a strategy that enables a business to create awareness for its products and services and channel its communication almost instantaneously to the right Audience. It consists of all activities and processes with the aim of finding, winning, attracting and retaining customers. What has changed is its wider scope and options as compared to the usual marketing methods.

The research paper Focus on factors affecting E-Marketing Adoption in Ethiopian Insurance Corporation, evaluates the way the company follow to implement E-Marketing Adoption and try also to pin point the strategies to be followed by the company to be successful in E-Marketing Adoption.

1.2 Background of the organization

Ethiopian Insurance Corporation (EIC) was established in 1976 by proclamation No.68/1975. The Corporation came into existence by taking over all the assets and liabilities of the thirteen nationalized private insurance companies, with Birr 11 million (USD 1.29 million) paid up capital aiming the following objectives.

- Engage in all classes of insurance business in Ethiopia;
- Ensure the insurance services reach the broad mass of the people;

Subject to the provision of Article 18 of the Housing and Saving Bank establishment proclamation No. 60/1975, promote efficient utilization of both material and financial resources. EIC was operating the business for about nineteen years under protected monopolistic system as state owned-sole insurer. After the demise of the Marxist regime in mid-1991 a

fundamental change has taken place and there was a shift in political, economic and social orientation from totalitarianism to that of liberalism. Therefore, EIC was re-established as public enterprise under proclamation number 201/94 with Birr 61 million (USD 7.13 million) paid up capital.

Upon re-establishment of the Corporation in 1994 as state owned enterprise, the law covers the following new objectives to the Corporation

- Engage in the business of rendering insurance services;
- Engage in any other related activities conducive to the attainment of its purposes.

Organizational Structure and Management

EIC is administered by the board of management which reports to the public Financial Enterprises Agency which is accountable to the prime Minister's Office.

The Top Management Team comprises of the Chief Executive Officer, plus five Deputy Chief Executive Officers and four Directorates respectively responsible for:-

- General insurance
- Long term insurance
- Resource management
- Finance& investment and
- Business Development & Risk Management
- Director, Legal Service Directorate
- Director, Information Technology Service Management Directorate
- Director, Internal Audit Directorate and
- Director, Change Management Directorate the senior management is supported by Six directors of District A's and Eight Directors of District B's a net work of 66 local Branches and all under the supervision of their respective Districts

1.3 Statement of the Problem

Certainly the Insurance industry in Ethiopia is underdeveloped and therefore there is an all immediate need to embark on capacity building arrangements and Modernize the system by employing the state of the art of technology being used any where in the world. With the growing number of international relations, the current insurance industry in Ethiopia is in short of providing efficient Services and therefore they should recognize the need for E-Marketing adoption to satisfy their customers.

Considering the low extent of development of ICT infrastructure in developing Countries, when compared with developed countries E-Marketing has not really been able to diffuse into society given the low rate of internet access (Banji & Catherine 2004).

Technological advancement and growing need of mankind has been the prime cause for today dynamic business environment even if Insurance companies that have started to venture online have met with varying degrees of success. In the context of our country there are a couple of reasons that create a problem in E-Marketing adoption in Insurance Companies. The main reasons that create deliance in E-Marketing adoption in our country Insurance companies Specifically in Ethiopian Insurance Corporation are:

- Scrambling of a web presence in the country.
- Problem of assimilating the new web based technology into its current business activities and strategies.
- Problem of obtaining the necessary technical expert to build and maintain the involved infrastructure.
- Problem of E-marketing adoption by insurance company through the internet due to fears of cannibalization.

Source: Grossman, Martin; McCarthy, Richard V.; and Aronson, Jay E. (2004). E-Commerce Adoption in the Insurance Industry. In Management Publications. Paper 30. Available at: <http://Vc.bridgew.edu/management-fac/30> Therefore this study intended to identify the major practice available in Ethiopia Insurance Industry and what are the major challenges which hinder the effective application of E-Marketing adoption in Ethiopian Insurance corporation and identify the possible factors responsible for hindering growth of this service

based on the research problems discussed above. When assessing empirical evidences most of the thesis done on banks in relation to E-Marketing Adoption therefore I initiate to do my thesis on E-Marketing adoption in Insurance Industry which will be beneficial for identifying factors that affect E-Marketing adoption in Insurance Industry which will be useful to insurances to fine tune their operation. Besides to researcher knowledge, there is very little information availed on this issue by previous attempts. Hence this research is undertaken to fill the knowledge gap as well as to trigger researchers to focus in this to do their research.

1.4 Basic Research questions

1. What is the E-Marketing Adoption Stage in Ethiopian Insurance Corporation?
2. What are the factors affecting E-Marketing Adoption in Ethiopian Insurance Corporation?

1.5 Objective of the Study

1.5.1 General objective of the study

The main objective of the study is to assess and evaluate the level of E-Marketing Adoption in Ethiopian Insurance Corporation, try to distinguish different factors affecting E-Marketing adoption to cite the solution & to ascertain the extent to which each factor affects E-Marketing adoption.

1.5.2 Specific objective of the study

- Assess whether the Ethiopian Insurance Corporation having adequate financial resource for E-Marketing adoption or not.
- Assess how the human resource technical (professional) skill fit for E-Marketing adoption in the company.
- Assess the company readiness in technological infrastructure that helps for E-Marketing adoption.
- Evaluate the Company Management readiness for techinological transfer i.e E-Marketing adoption.

- Examine the cultural value of the customers', Awareness and their interest in E-Marketing adoption.
- Assess to what extent national/governmental infrastructure are ready to initiate and support E- Marketing adoption in Insurance Industry.
- Assess whether lack of suitable legal & regulatory framework significantly affect E-Marketing Adoption.
- Assess whether frequent power interruption seriously affect the transactional efficiency of the E- Marketing Adopter Company
- Assess whether the customers of the company feel lack of convenience, trust & security by using E-Marketing.

1.6 Research hypothesis

For this thesis the following hypothesis which considers Financial Adequacy, HR skill, company infrastructure & Government Infrastructure, Cultural value of customers & Management Readiness have significant relationship with E-Marketing Adoption.

H1: Financial Adequacy of the company has a positive relationship with E-Marketing Adoption of the company.

H2: Human resource skill in the company has a direct relationship with E-Marketing Adoption.

H3: Company infrastructure as well as infrastructure of the government has a direct relationship with E-Marketing Adoption.

H4: Management Readiness (Initiation) has a direct positive impact on E-Marketing Adoption.

H5: Regulation in the country in relation with E-Marketing Adoption has a positive relationship with E-Marketing Adoption.

H6: Cultural value & Awareness of customers have direct impact on E-marketing Adoption in the company.

1.7 Significance of the Study

It may provide better information, knowledge, and understanding for one who are interested with regard to studying E-marketing Adoption. It may give some outlook about Ethiopian Insurance Corporation to provide some clue and appropriately address the problem of Ethiopian Insurance Corporation by understanding well the determinant of its degree of influence. It can also use as a blue print for the governmental bodies, investors, students, NGOs, civil society, and different association who are interested to make further study, and It can also provide some clues for those interested individuals who are in a position to work on related areas.

1.8 Scope of the study

The study focused on E-Marketing adoption in Ethiopian Insurance Corporation. The study did not want to focus to other aspect of the company unless it is related to the E-Marketing adoption In EIC. The study emphasized on Factors affecting E-Marketing Adoption in EIC. In addition the study covers some important aspects which should be considered in the application of E-Marketing Adoption in EIC.

1.9 Limitation of the Study

The research study expected it wouldnot be free from limitation & there were some issues which hinder the attainment of the study objectives. The limitations expected that the researcher faces were shortage of time to assess all aspect of the company's operation; the researcher was also unable to get some information which is confidential and reserved from the research presentation and limited experience of the researcher also other limitation of the study.

1.10 Definition of Terms

- E-marketing is the result of information technology applied to traditional marketing.
- E-commerce can be defined as sharing of business information, maintaining of business relationship, and conducting of business transaction by means of telecommunications net works.
- Cannibalization is the conflict between Organization towards the attainment of Company objective by designing different strategy.

1.11 Organization of the Paper

This paper has been organized in to five chapters. The first chapter contains the introductory part including the background of the study, statement of the problem, objective of the study, significance of the study, scope and limitation of the study. The second chapter presents the literature review of factors affecting E-Marketing adoption which situated the work in the context of other studies already done. The third chapter discusses the methodology employed in the study including research design, sample size and sampling technique ,data source and collection method, procedure of data collection, method of data analysis and model specification. The fourth chapter is about data analysis and interpretation of results .Finally, chapter five contains summary of findings, conclusions and recommendations.

CHAPTER TWO

REVIEW OF RELATED LITERATURE

2.1 Theoretical Literature Review

2.1.1 Introduction

The recent emergence of the Internet has fueled the rapid growth of electronic marketing, and this in turn is changing the nature of business. Empowered by the Internet, e-marketing quickly spread out to most businesses as companies found it to be an effective way of communication between parties, e-marketing, which can be simply defined as the exchanging of digitized transmission of electronic orders and transactions, is a cost-optimal way to promote and run a business.

Today, no marketing strategy is complete if it does not incorporate digital strategy and expression. Many unsuccessful online businesses fail to satisfy their customers because the expectation of the online customers is often higher and may even be different from that those of using traditional marketing. Marketing in the world of the Internet, therefore, presents new challenges to businesses and marketers world-wide.

Looking to the world economy in the present era, one finds that it is shifting from commodity linked stage only to the stage of value creation, employment and economic wealth (Dehkordi, 2012). Such shift in the global economy is concurrently accompanied by enormous revolutions in information and communication technology (ICT) which have contributed to change the way that businesses are conducted. Marketing is one of the crucial functions employed in businesses that have been affected by such changes, leading to the emergence of the so-called electronic marketing or E-marketing (Eid & El-Gohary, 2013; Tan, Chong, & Lin, 2013; Babalola & Babalola, 2015).

The rapidly growing information and Communication technology (ICT) is knocking the front door of every organization in the world, where Insurances industries would never be exceptional. Technological innovations play a crucial role in Insurance industry by creating value for Insurances & Customers, that it enables customers to perform Insurance transactions without visiting a brick and mortar Insurance system. On the other hand E-Marketing has enabled

Insurance institutions to compete more effectively in the global environment by extending their services beyond the restriction of time & space (Turban, 2008).

With the advent of the internet many insurance companies are providing information on insurance products through websites. Despite other players in the financial sector, such as banks, having taken advantage of the opportunities created by e-commerce, the insurance industry has been slow to fully adopt e-Marketing. Although various studies have tackled factors affecting adoption E-marketing by insurance industry in Developing countries, few of these studies have been conducted in Ethiopia. This indicate that a big gap in E-Marketing field and specifically E-marketing in insurance industry.

The rapidly growing information and Communication technology (ICT) is knocking the front door of every organization in the world, where Ethiopian Insurances would never be exceptional. In the face of rapid expansion of electronic payment (E-payment) systems throughout the developed and the developing world, Ethiopian's financial sector cannot remain an exception in expanding the use of the system (Garadachew 2010, p.2).Technological innovations play a crucial role in Insurance industry by creating value for Insurances &Customers, that it enables customers to perform Insurance transactions without visiting a brick and mortar Insurance system. on the other hand E-Marketing has enabled Insurance institutions to compete more effectively in the global environment by extending their services beyond the restriction of time & space (Turban 2008). However, mirroring the development of E-Commerce, the adoption & diffusion of electronic Marketing system is not well developed in Ethiopia.

What is E- Marketing? Today, the world is facing an “electronic” change that is affecting the way people Communicate and which is transforming the entire value chain, from manufacturers and retailers to consumers (Richardson, 2001). The advancement of technology and the increase of Internet usage have caused the effects of traditional marketing to dwindle.

The cutting edge for business today is electronic marketing (EM). In broad terms, EM is a modern business methodology that addresses the needs of Organizations, merchants, and consumers to cut costs while improving the quality of goods and services and increasingly the speed of service delivery. The term also applies to the use of computer networks to search and retrieve information in support of human and corporate decision-making. EM is well suited to

facilitate the current reengineering of business processes occurring at many firms. The broader goal of reengineering and EM are remarkably similar: reduced costs, lower products cycle times, faster customer response, and improved service quality (Kalakota & Whinston, 1996).

The wide spread electronic linking of individuals and businesses around the world has created an economic environment in which time and space are no longer limiting factors; the business values of information is more important than before and information itself is more accessible; traditional business intermediaries are being replaced by new business intermediaries; and buyers are growing more powerful. In the past, some large companies were able to conduct their business transactions electronically using electronic data interchange (EDI) and private networks, but the high costs associated with EDI prevented more businesses from using the technology. The Internet has leveled the playing field by making it easier and cheaper for companies of all sizes to transact business and exchange information electronically (Napier et al., 2006)

Television and print ads no longer have the marketing effect that they did some years ago. For a business to improve their sales rates and even to maintain current growth rates, EM, is important. The basics of EM include reaching the target audience through electronic means. With the boom of Internet technology, one of the first ways that EM got a start was through email advertisements. It makes EM more successful than ever before because the advertisements are reaching an audience who would be more receptive to them (Harris & Dennis, 2008).

The need for EM stems from the demand within businesses and governments to make better use of computing and to apply computer technology to improve customer interaction, business processes and information exchange both within and across enterprises (Harris & Dennis, 2008). The development of EM is related with the growth of Internet technologies. The Internet originated in the late 1960s, when scientists sponsored by the U.S. Department of Defense developed a network called the Advanced Research project Agency Network (ARPANET). Quickly realizing the usefulness of such a network, researchers at colleges and universities soon began using (ARPANET) to share data. In the 1980s, the military portion of ARPANET became a separate network called MILNET. The national Science Foundation (NSF) began overseeing the remaining non military portions, called the NSF net, which connected hundreds of colleges,

universities, and research centers. During this time, commercial activity over the NSF net was prohibited by law. Restrictions on commercial activity over the NSF net were lifted in 1991. In the spring of 1995, the NSF net was replaced by high speed telecommunications backbones, or main networks operated by commercial network providers such as AT & T and MCI-there by creating the Internet as we know it today (Napier et al.,2006 Harris & Dennis,2008;Murthy,2002;Strauss et al.,2006;Kalakota & Whinston,1996).

2.1.2 E-Marketing

Electronic Marketing (E-Marketing) can be viewed as a new philosophy and a modern business practice involved with the marketing of goods, services, information and ideas via the Internet and other electronic means. By reviewing the relevant literature it is noticed that definitions of electronic marketing (E-Marketing) vary according to each author's point of view, background and specialization. For that, while Smith and Chaffey defines it as: “Achieving marketing objectives through applying digital technologies” (Smith and Chaffey, 2005: 11), Strauss and Frost define it as: “The use of electronic data and applications for planning and executing the conception, distribution and pricing of ideas, goods and services to create exchanges that satisfy individual and organizational goals” (Strauss and Frost, 2001: 454).

On the other hand, the review of the relevant literature revealed that one of the main obstacles in the literature is the unclear way of dealing with the concept and definition of E-Marketing. In this respect most of the researchers misused the term E-Marketing; the majority of researchers are using the terms: E-Marketing / Internet-marketing / E-commerce / E-business as equivalents or a deferent wording for the same meaning, which is incorrect because they are deferent. E Marketing has a broader scope than internet marketing since Internet Marketing (IM) refers only to the Internet, World Wide Web, e-mails. While E-Marketing includes all of that plus all other E-Marketing tools like: Intranets, Extranets and mobile phones. In contrast with that, E commerce and E-business have a wider and broader scope than E-Marketing.

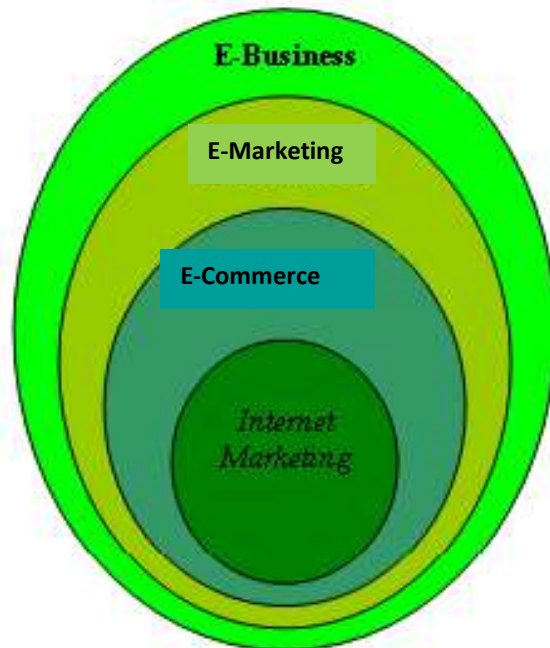


Figure 1: Differences between Internet-Marketing, E-marketing, E-commerce and E-Business

Source: El-Gohary et al (2010)

E-marketing practices describe the use of marketing philosophies in the communication of offerings of a company using internet technology (Kotler, 2003; Harridge-March, 2004). Banerjee and Dash (2011) argue that e-marketing practices makes use of the internet in enabling organizations adapt to customer needs, lower costs of doing business while aiding access company offerings cost effectively. Ellis Chadwick and Doherty (2012) maintain that e-marketing practices entail interactive actions that facilitate customer engagement without heavily relying only internet technology. E-marketing practices are therefore concerned with the application of electronic technology that include online and offline activities in accomplishing organizational objectives (Baker & Sinkula, 2005).

Dann and Damn (2011) state that e-marketing practices are actions that require some level of interactivity to enable implementation. In this case, organizations that seek to realize execution of marketing principles using e-marketing practices have to rely on some form of technology that includes electronic and interactivity. E-marketing practices do not purely therefore only rely on the internet to communicate company products and managing relationships with company customers. It is considered a contemporary corporate activity involving marketing of company offerings using internet and electronic technology (ElGohary, 2010).

2.1.3 Essence & Importance of Internet

What is Internet? Different authors define the term “Internet” in different ways. For example, Strauss et al. (2006) define it as, “Internet is a global network of interconnected networks” (p.3). This definition included millions of corporate, government, organizational, and private networks. It is an international network that no one organization controls it.

According to Richardson (2001), Internet has gone through the different stages of revolutions in the business environment. The first internet revolution is characterized by rapid growth in the business-to-Consumer market. The second revolution is characterized by even faster growth than the first. This second revolution focuses on the business-to-business market. The third revolution is occurring within the firm itself. Private websites called Intranets Extranets are transforming corporate relationships. Intranets are designed for internal marketing purposes. Internets have grown from simple web sites hosting corporate communication information to sophisticated internal portals for sales force training, expenses and timesheet reporting, collaboration, and knowledge management among employees. Extranets are used to manage vendor, partner and customer relationships. With extranets, firms may automatically procure needed supplies, collaborate with partners, and offer preferential services to preferred channel members.

During the 1970s, the introduction of electronic funds transfer (EFT) between banks over secure private networks changed financial markets. During the late 1970s and early 1980s, EC became widespread within companies in the form of electronic messaging technologies: electronic data interchange (EDI) and electronic mail. In the late 1980s and early 1990s electronic messaging technologies became an integral part of workflow or collaborative computing systems (also called groupware). In the mid 1980s, a completely different type of EC technology spread among consumers in the form of online services that provided a new form of social interaction and knowledge sharing. Social interaction created a sense of virtual community among the cyberspace inhabitants and helped give rise to the concept of a “global village”. By using the global Internet, people can communicate with others around the world at ever-decreasing costs. In the 1990s, the advent of the World Wide Web on the Internet represents a turning point in EM by providing an easy-to-use technology solution to the problem on information publishing and dissemination (Kalakota & Whinston, 1996, 1997; Turban et al., 2000, 2004; Napier et al., 2006).

Given that global Internet access and the growth of the web content have changed our life, it should not be surprising that the Internet and the web have also transformed the way buyers, sellers, employees, and business intermediaries interact with each other to conduct business transactions (Napier et al., 2006)

2.1.4 Insurance Industry in Ethiopia

Insurance development always follows the changes that take place in the political, technological, legal, economic and social aspects of the society. All changes have significant impact on its development. World Vision Ethiopia (2014) stipulated that the Ethiopian financial sector in the rural area consists of formal, semi-formal and informal financial service providers. Formal providers include commercial banks and MFIs while semi-formal providers are saving and credit cooperatives. Informal providers consist of social groups that provide savings and lending functions, private money lenders, friends and relatives as well as trade partners. Modern institutionalized financial service provision in Ethiopia has very short history. For long the people had been getting financial services through informal means, Iqqubs, Iddirs and Mahbers are classic examples of informal financial service providers in which people joined neighborhood or affinity group in order to save and access borrowings through a pool of funds and to cover emergent needs of finance. Even though their role in the urban areas is declining such institutions have a pivotal role in the life of rural community.

Axco (2017) reported that insurance in its modern form was first started in Ethiopia as far back as 1905 when the bank of Abyssinia which was owned by the bank of Egypt began to transact insurance as an agent of a foreign insurance company began to underwrite fire and marine insurance policy. In 1923, the Swiss insurer Balois set up a Branch office in Addis Ababa and soon followed by other foreign companies working on an agency basis. During the Italian occupation from 1936 to 1941 only Italian insurance companies operated in the country. When Italians left, insurance companies from other European countries are restarted to operate insurance activities in Ethiopia.

Belay (2001) described that as per the survey conducted in 1954 by the Ministry of Commerce and Industry, insurance activities were being taken out by 18 foreign insurance companies' branches or agents and one domestic insurance company called Imperial Insurance established in 1951. The insurance market was governed like any commercial goods and a service by Civil

Code 1960 from the year 1950s up to 1960s insurance companies has increased to 33. The numbers of local companies were established reaching a total of 13 in number. Belay (2001) further, asserts that due to mal practice of the insurance companies, for the second time other study was conducted by the Addis Ababa Chamber of Commerce in 1967. The study found that there were 30

Foreign insurance branches and agents and 10 domestic companies in Ethiopia. Still it was administered by the provision of Ethiopian commercial code, 1960 except the marine insurance by marine code of Ethiopia. The minimum capital requirement was 12,500 Ethiopian dollars. In 1970 promulgation of proclamation no 281/1970 was issued to control and regulate the insurance business in Ethiopia. It was peculiar in that it created an Insurance Council and an Insurance Controller's office to ensure the soundness of the sector.

2.1.5 E-Marketing adoption factors in insurance industry

E-Marketing adoption factors can be described as those that motivate or inhibit the adoption of e-commerce (Cragg and King, 1993). This review adopts a four dimension framework for reviewing the factors affecting e-market adoption and use in insurance that has been slightly modified from the Tornatzky and Fleischer (1990) model. According to Tornatzky and Fleischer, the process by which a firm adopts and implements technological innovations is influenced by the technological context, the organizational context, and the environmental context. Thus, the factors will be based on the organizational, environmental, technological, and individual dimensions.

2.1.5.1 Individual Factors

Issues surrounding individual persons are an important aspect of the adoption of ICT and e-market in any organization. In insurance industries, the position of individuals matters a lot as they are supposed to be generalist (Drew, 2003) in performing their functions. Most insurance industries personnel are either in key managerial positions or are classified in a unit or function that performs a certain task or numerous tasks.

2.1.5.2 Organizational Factors

Organizational factors are those that are defined from the nature and characteristic of the firm itself, usually making it unique to the firm. A number of factors have been cited that hinder or motivate e-marketing adoption within the boundary of an organization. These are Security, Trust, and Privacy Concerns, Financial Ability and Cost Implications, Size of the Organization, Perceived benefits of ICT, Organizational Culture.

2.1.5.3 Technological Factors

Technological factors are those that are obtained from the nature and characteristic of the ICT that the SME employs or intends to use for e-commerce adoption (Scupola, 2009). These factors are discussed as follows: Complexity of Technology, Lack of Payment Facilities, and Lack of Reliable Power Supply.

2.1.5.4 Environmental Factors

The external environment of the Insurance industries also impacts some challenges to ecommerce adoption. It describes the realm of business engagement of the firm (Scupola, 2009). This describes factors such as government role; business partner affiliation and preferences; nature and characteristic of value chain; logistics and telecommunications infrastructure; economic and political instability; human-rights issues; business culture; macro-economic policies; natural disasters; floods; and earthquakes.

2.2 Empirical Review

2.2.1 Adoption of E-Marketing in Insurance Industry

According to Dasgupta, P. and Sengupta, K. (2002) they conducted an empirical study on how online insurance substitute the traditional methods of insurance in the near future by following five stages. i.e Search, Valuation, Logistics, Transaction and post sales services. E-Insurance involves the advertisement, recommendation, negotiation, and purchase and claims settlement of insurance policies through the internet. In addition to this for example the insurance industry in India in particular is very slow in adopting ecommerce due to lack of appropriate software infrastructure, non-awareness among customers and security concerns. Although the insurance industry is slow in e-commerce adoption; gains can accrue with increase in the pace of adoption, in terms of reduction in transaction cost, interdiction of competitive products due to flexibility

and speed and the expansion of market due to generation of leads through the internet. In addition to this according to Dasgupta (2002), online insurance requires replacing traditional methods by on line processes analogous to those in e-commerce and also there is innumerable research on growth and prospects of insurance industry, its financial performance, productivity and efficiency; and also the challenges faced by India Insurance sector.

According to (Bromider & Aarabi 2006) e-insurance in common terms means the use of Internet and information technology in developing, producing, distributing, and selling insurance services. More specifically, e- insurance is termed analogous to an insurance cover whose policy may be requested, presented, negotiated and concluded over Net (online). Also, e- insurance is also referred to as the internet base insurance.

The establishment of an insurance contract doesn't need much more than exchange information. In fact, only a set of information is required to conclude an insurance contract. In most contracts, the date set remains uncharged unless damage actually occurs. Greatest part of interaction between the insurer and the insured consists of information that must be exchanged to perform the contract. The payment of premium, assessment of damage, and its compensation often involves the insurer, underwriter and intermediaries such as brokers and agents as well as the insured. This indicates that a tremendous amount of information is exchanged between these four parties. Therefore, one can recognize insurance as an information – intensive activity that suites e-commerce.

According to Pastore (1999) he conducted an empirical study on how the insurance industry has been slow to fully adopt e-Commerce than other industries within the financial sector and try to examine the barriers as well as success factors involved in making the transition to a web-enabled insurance model.

According to General Council (2000) the empirical study focus on how the emerging standards and technologies will make possible the next-generation of e-Commerce in the insurance industry.

According to Z Wass, V. (1996) he conducted an empirical study on E-Commerce and the whole idea of the journal focus on how E-Commerce help in sharing business information, maintaining business relationship and conducting business transaction by telecommunications networks and

the paper presents a hierarchical framework of E-commerce Consisting of three Meta levels: Infrastructure, services& Products & Structures.

2.2.2 The Interaction of Factors and the Extent of E-market Adoption in Insurance Industries

Despite there being many studies that have deliberated on the drivers and barriers of e-market adoption in firms, few have actually advanced to look further into the essence of factors that affect e-market adoption and their relationship with the extent of e-market adoption in Insurance Industries (Dholakia & Kshetri, 2004; Caldeira & Ward, 2001). Previous studies have shown that e-market adoption thrives well when it is supported by a clear and pragmatic business strategy (Thatcher et al., 2006). It is argued that ‘the strongest driver of e-marketis thought to be a business strategy of protecting and extending existing markets, reachingnew markets, or gaining advantage over competitors (Gibbs, Kraemer & Dedrick, 2003).’ Such business strategies are usually crafted from a consideration of an organization’s internal resources in consideration with prevailing factors outside the firm. Thong (1999) also found that the attitude of managers and their visionary leadership will significantly influence the degree of ICT adoption. Earlier studies by Iacovou, Benbasat & Dexter (1995) found three factors affecting Electronic Data Interchange (EDI) adoption. These are:

- ✓ Organizational readiness, which they categories as financial and technological resources of the firm;
- ✓ External pressures, divided into competitive pressure and imposition by trading partners, and,
- ✓ Perceived advantages of the technology.

This study assumes that insurance Industries will be affected differently as they embrace e-marketing in their firms and that the impact of factors will be peculiar and unique to the circumstances that prevail in each of the firms. Moreover, the social-technical characteristics of firms experiencing great yield or benefits in e-marketing adoption will be further analyzed to draw insight on what factors were significant in these circumstances and how the firms have benefited from the prevailing interaction of factors.

2.2.3 Growth stages of E-Marketing

The growth stages concept is an outline that helps to understand the factors affecting E-Marketing adoption in the organizations. Researchers have pointed out in previous studies that organizations undergo certain growth stages in their adoption of ICT and E-Marketing technology (Taylor & Murphy, 2004). These growth stages have assisted researchers in determining the various factors that have prevented or facilitated the development and Adoption of E-Marketing technology among organizations.

During the 1990s, the British government Department of Trade and Industry (DTI) E-Marketing adoption ladder was a widely adopted concept (Martin and Matlay, 2001). It demonstrates the various stages organizations move through in adoption of ICT technology.

The stages are:

1. E-mail
2. A website
3. E-commerce
4. E-business (E-Marketing) and
5. The transformed organization.

The DTI growth stage states that E-Marketing adoption process among organizations progresses from one stage to a higher level in a chronological and well-planned approach (Martin and Matlay, 2001). However, this growth model has been criticized as being too basic and its linear evolutionary structure fails to address the complex activities of organizations. It does not identify the non-linear and often complex processes of the organizations. Zappala and Gray (2006) are also of the view that DTI model lacks strong evidence to suggest that the stages in the model actually do represent evolutionary steps by which organizations transform themselves into e-businesses.

Daniel, Wilson and Myers (2002), in their study on UK discovered that organizations move through four clusters in the process of adopting E-Marketing. These clusters form a sequence of stages where organizations move from one adoption cluster to another. The first cluster constitutes innovation where organizations begin to develop e-marketing services. The

second adoption cluster involves firms using E-mails to communicate with their customers and suppliers. The third cluster is Firms using information based website services and the fourth cluster is developing online ordering services (Daniel et al.,2002). Their work has been highly criticized for being too simplistic and as such has failed to recognize the complex nature of assimilating E-Marketing into organizations (Parker & Castleman, 2009). Furthermore, their work has been cited for not identifying the overlaps in the adoption stages and its inability to explain the underlining causes of rejection or the discontinuity of e-marketing adoption (Parker & Castleman, 2009). The findings and conclusion the work of Daniel et al, (2002) is understandable because at the time ICT adoption among organizations were at low levels and many organizations were now recognizing the benefits of implementing e-business in general thus it is possible that organizations exhibited such behavior when it came to ICT adoption.

Mollar and Licker (2005), in their study on E-business Adoption among Organizations in Developing Countries asserts that organizations go through a six-staged adoption process in an attempt to develop E-Marketing. The six stages are:

Stage 0: Not connected to the Internet, no e-mail

Stage 1: Connected to the Internet with e-mail but no Web site

Stage 2: Static Web, that is publishing basic company, information on the web,

Stage 3: Interactive Web presence that is, accepting queries, e-mail, and form entry from users,

Stage 4: Transactional Web that is, online selling and Purchasing of products and services such as customer service,

Stage 5: Integrated Web, that is, a Web site integrated with suppliers, customers, and other back –office systems allowing most business transactions to be conducted electronically.

Molla and Lickers' Six- stage process has also been criticized as Daniel et al condemned for being too one dimensional and failing to identify the complex nature of integrating an ICT technology into organizations(Parker & castleman,2009).

Another adoption model proposed by Rao, Metts and Monge (2003), attempts to show the details, Transaction of each adoption stage and identify the various facilitator and barriers at each adoption stage. The researchers developed a four stage process organizations progress through in adopting E-Marketing. The stages are: Presence, Portals, Transaction Integration, and Enterprise Integration.

The researchers add that there are unique facilitator and challenges peculiar to each adoption stage (Rao et al, 2003). They further state that while the adoption stages are chronological, an organization doesn't have to finish one stage therefore before moving on to another. The model has provided a useful classification of organizations and certain barriers and facilitators of E-Marketing adoption. The key criticism levied against this model is that it fails to consider the peculiar nature of organizations environment in developing countries that contribute to failure to adopt E-marketing. The researchers persuade others to pursue further studies regarding the model to advance it.

2.3 The Conceptual Frame Work of the study

The conceptual frame work of the study is developed to find out the interrelation between **independent variables and dependent variable**. The independent variables are Financial Adequacy, Human Resource skill, Company Infrastructure, Management Readiness, Cultural value of Customers and National/Governmental infrastructure in relation with E-Marketing Adoption in Insurance Industry whereas the dependent variable is E-Marketing Adoption.

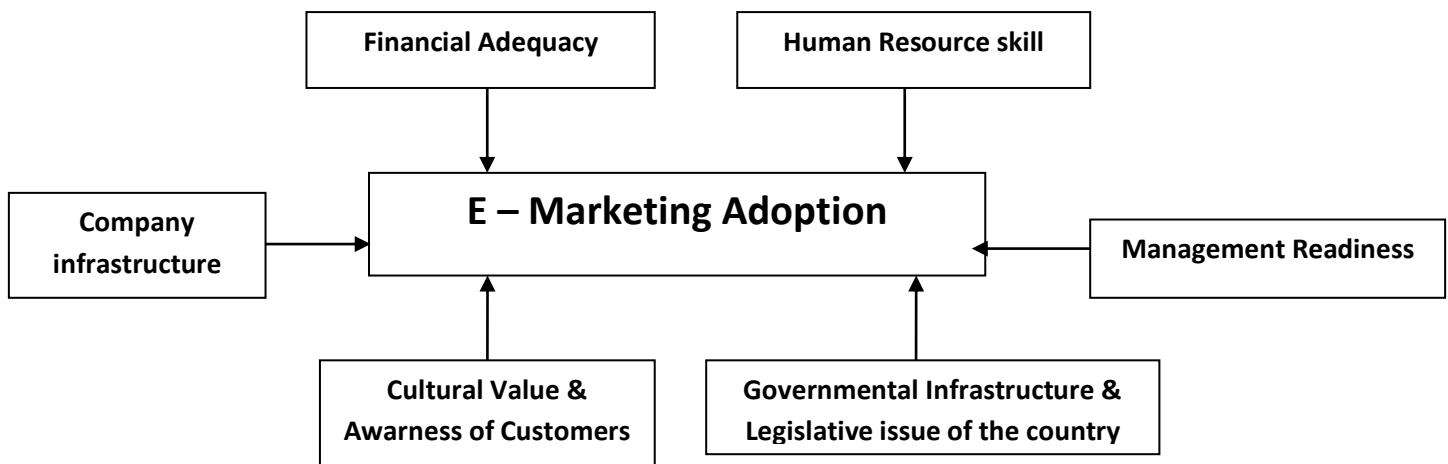


Figure 2. Conceptual Frame work of the study Source: Adopted and Modified based on Technology- organization-environment Model. (TOE) developed by Torantzky and Fleischer (1990).

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

In this chapter, the researcher made discussions about the research approach, research design, research method, population and sampling technique, procedure of data collection and method of data analysis used on the study. In addition survey related reliability, validity and ethical considerations are presented.

3.2 Research Design

Research design can be described as a plan for executing the research and answering the research aim and objectives. It provides the structure to resolve the identified problem and avoid situations where the evidence does not address the initial research problems. There are three forms of research design which are descriptive, exploratory and explanatory research designs. Exploratory research design is a fact finding research design where the major emphasis is on clarifying the research problem and research direction. (Yin, 2009) as cited by Erika E. (2013). Explanatory research design is concerned with learning of why (i.e. how one variable produces changes in another (Yin, 2009) as cited by Erika E. (2013). Descriptive research design is practical for collecting data and assessing opinions, behaviors and features of a population or for studying the state of affairs. (Yin, 2009) as cited by Erika E. (2013).

Even if, the study Could use different methodology as a means of data collection, analysis and report preparation. But, the study selected the descriptive method with quantitative techniques. Due to the nature of the study, the study used sample for data collection from the management of the company and employees of Ethiopian Insurance Corporation.

3.3 Population , Sample Size & Sampling Technique

The population size of the study was from 532 employees of Ethiopian Insurance Corporation who worked on head office. From this 532 employees by Random & Purposive sampling technique 132 employees were selected for questioner response but the researcher got 120 response from questioner respondent.

The reasons for selecting these techniques were:-

- To enabled the researcher to select the respondent who are important easily for his study purpose
- It was less time consuming as compared with other sampling techniques.
- Those individuals contacted for this study purpose more focus on employees in Human Resource Department, Marketing Department and ICT Department of Ethiopian Insurance Corporation and other individuals for the study purpose also Selected based on the researcher judgement.
- The sample size determination technique was also Random & Purposive sampling techniques, because the sample size was depend up on questioner for respondent & the employees know how and experience towards the study.

3.4 Data sources & Types

The researcher made primary and secondary data collection to evaluate and assess Factors affecting E-Marketing adoption in EIC. The primary data obtained from sources inside the company using respondent questioner & also interview the Marketing Department Manager, IT Department Manager, and also Human Resource Manager. On the other hand, secondary data obtained from Company Annual Reports, Marketing Department Strategic Manual and Journals & also from past written Literature review.

3.5 Data collection procedures

The data was collected by a self-administered face to face survey through selected departments of the company Head Office. The researcher with the help of collaborators had distributed and collected the questionnaires.

3.6 Methods of data analysis

Once the data captured from the two intended sources, then data analysis followed to make the raw data ready for interpretation and report writing. There was proposal by researcher that data analyzing was an important and main part of the study. So a wider time and a greater care had given for this part of the study. But, before stating the process of analysis, the raw data edited and checked for errors and omissions. Then after the edit, data analyzed and evaluated and

judged in relation to assumed variables. Next, the analyzed data interpreted and discussed. Finally, a sequential and systematic report that forward recommendation to the company E-Marketing Adoption, irregularities (if any) prepared for presentation

3.7 Ethical considerations

All information collected from the respondents was treated with confidentiality without disclosure of the respondents' identity. Moreover, no information modified or changed, hence information gotten was presented as collected and all the literatures collected for the purpose of this study have been appreciated in the reference list.

The researcher firmly believes that the collection of data from human subjects would raise important ethical considerations. These range from legitimacy to moral issues and usually involves trade-offs between competing pressures in a given situation. A researcher needs to be mindful of the damage that could occur to themselves, the academic community and to the respondents when undertaking research. In this study, the researcher followed all the ethical procedures. The participants in the study were selected with full consent and informed to respond for questionnaires with confidence and understanding the purpose of the thesis; and the researcher reassured that the collected information will be kept confidential.

CHAPTER FOUR

DATA PRESENTATION, INTERPRETATION AND ANALYSIS

4.1 Introduction

This chapter deals with data presentation and analysis. The research was undertaken in the form of a case study to assess and evaluate the stage of E-Marketing Adoption in Ethiopian Insurance Corporation. As shown in the method of the study, the research used quantitative research methodologies. A total of 25 E-Marketing dimension questions were administered to the respondent and analyzed. The research data was collected by means of survey questionnaire method.

4.2. Data presentation

4.2.1. Demographic sample

Demographic sample was included gender, age, education background, work position, work experience.

Table1. Sample of Demographic

Demographic construct	frequency	%
Gender		
Male	98	81.7
Female	22	18.3
Total	120	100.0
Age		
20-30	75	62.5
31-40	36	30.0
41-50	5	4.2
above 50	4	3.3
Total	120	100.0
Education Background		
Diploma(10+3,10+4)	6	5.0
Degree	108	90.0
Master's degree	6	5.0
Above Master's degree	0	0
Total	120	100.0
Work Experience		
0-5years	66	55.0
5-12 years	37	30.8
13-20 years	5	4.2
Above 20 years	12	10.0
Total	120	100.0

4.2.2 Reliable Data Analysis of the Study

The researcher used questionnaire data collecting tools which is used to assess and evaluate the stage of E-Marketing Adoption in Ethiopian Insurance Corporation. The researcher assesses the model fit reliability and validity of the questionnaire in order to get confidence in comparing the sample with help of SPSS V-20 the most frequently used Cronbach's alpha.

Table 2 Reliability analysis score for dimensions

Types of questionnaire	Cronbach's Alpha	N of Items
EIC performance	.82	3
Financial Adequacy	.75	3
Human Resource Skill	.70	4
Infrastructure	.79	4
Management Readiness	.80	3
Cultural Value & Awareness of Customers	.72	5
Government support	.73	3

Reliability analysis was performed for the 25 items of questions with Likert scale which measure factors affecting EIC performance

Table 3 Correlation Matrix

		Correlations						
		1	2	3	4	5	6	7
1	Pearson Correlation	1	.543**	.654**	.650**	.564**	.462**	.663**
	Sig. (2-tailed)		.000	.000	.000	.000	.000	.000
	N		120	120	120	120	120	120
2	Pearson Correlation		1	.644**	.424**	.325**	.300**	.498**
	Sig. (2-tailed)			.000	.000	.000	.001	.000
	N			120	120	120	120	120
3	Pearson Correlation			1	.634**	.377**	.465**	.579**
	Sig. (2-tailed)				.000	.000	.000	.000
	N				120	120	120	120
4	Pearson Correlation				1	.396**	.543**	.666**
	Sig. (2-tailed)					.000	.000	.000
	N					120	120	120
5	Pearson Correlation					1	.371**	.568**
	Sig. (2-tailed)						.000	.000
	N						120	120
6	Pearson Correlation						1	.517**
	Sig. (2-tailed)							.000
	N							120
7	Pearson Correlation							1
	Sig. (2-tailed)							
	N							
1. EIC performance; 2. Finance; 3. Human Resource Skill; 4. Infrastructure; 5. Management readiness; 6. Customer awareness and value; and 7. Government support **. Correlation is significant at the 0.01 level (2-tailed).								

The correlation matrix indicated that larger correlation between infrastructure and government support $\beta = 0.67^{**}$ ($p < 0.01$), government support and Human Resource Skill with $\beta = 0.58^{**}$ ($p < 0.01$), EIC performance and Human Resource Skill $\beta = 0.65^{**}$ ($p < 0.01$), infrastructure and Human Resource Skill $\beta = 0.63^{**}$ ($p < 0.01$), EIC performance and infrastructure $\beta = 0.65^{**}$ ($p < 0.01$), EIC performance and government support $\beta = 0.66^{**}$ ($p < 0.01$). High correlation among predictors indicated there was high positive relationship with variables.

Table 4 Hypothesis testing

Model Summary								
R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
				R Square Change	F Change	df1	df2	Sig. F Change
.644 ^a	.414	.383	.27689	.414	13.311	6	113	.000

The model summary table shows that the multiple correlation coefficient(R) using all predictors simultaneously is .64 ($R^2=.41$) and adjusted R^2 is .38 (38%) which was EIC work performance can be predicted from infrastructure, government, Human Resource Skill finance, management readiness and customer awareness and value % at significant level $< 0.05(p=00)$. Then the hypothesis has been accepted. Generally the study found a significant relationship between independent variable and EIC work performance.

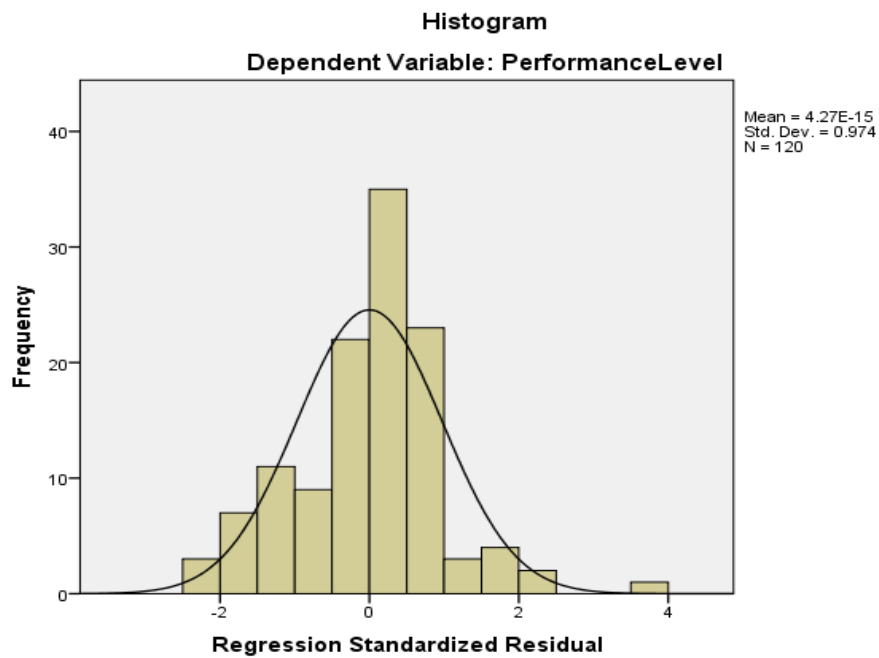


Figure 3. Independent grouped frequency distribution for EIC performance

The above graph indicated that the frequency distribution of independent variables were almost normal distribution for EIC work performance scale. Data meet the assumption of error being normally distributed and the variance of the residual being constant.

Table 5 Individual variables hypothesis prediction

Mode (Constant)	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
		1.482	.107		
Finance	.078	.045	.133	1.72	.00
Human Resource Skill	.130	.052	.224	2.50	.01
Infrastructure	.155	.056	.240	2.75	.00
Management Readiness	.120	.034	.245	3.48	.00
Customer awareness	.007	.041	.130	.184	.00
Government	.104	.059	.160	1.77	.01

a. Dependent Variable: EIC Performance

The above table, finding of the study shows that each independent variables were significantly predict of EIC performance. The highest factor for EIC were management readiness standardized coefficients $\beta = .25$ ($p=.00$), infrastructure $\beta = .24$ ($p=.00$) and Human Resource Skill $\beta = .22$ ($p=0.01$) respectively. While the lowest factor independent variables was Customer awareness $\beta = .13$ ($p=0.01$) and government $\beta = .16$ ($p=.00$). Based on the finding independent variable predicted hypothesis was accepted.

Table 6 Descriptive statistic of variables

	N	Minimum	Maximum	Mean	Std. Deviation	Coefficient variation
EIC Performance	120	2.00	3.33	2.6	.26	0.09
Finance	120	1.00	3.00	2.35	.44	0.18
Human Resource Skill	120	1.00	3.00	2.35	.45	0.18
Infrastructure	120	1.00	3.25	2.37	.46	0.19
Management readiness	120	1.00	3.33	2.39	.53	0.22
Customer value and awareness	120	1.00	3.00	2.32	.46	0.20
Government support	120	1.00	3.00	2.26	.40	0.18
Valid N (list wise)	120					

The finding result revealed that EIC performance (M=2.6, SD= .26) indicated that the performance level of EIC was below threshold value, which was 4(agree). Due to this, almost all the respondents (Cfvar=0.09) were agree by organization level of performance was not good. The highest mean score indicated that help to lead improve organization performance. According to the finding management readiness (M=2.39, SD= .53), infrastructure (M=2.37, SD= .46), finance (M=2.35, SD= .44), customer value and culture awareness (M=2.32, SD= .46), Human Resource Skill (M=2.35, SD= .45), Government support (M=2.26, SD= .40). The study finding coefficient variation less than one (Cfvar < 1) shows that the respondent response distribution to be centered and more reliable and accepted. Based on this all variables coefficient variation was less than one. The study finding implied that the highest mean were the most factor of EIC

performance. On the other hand the performance of EIC was not good because of the independent factors.

Table 7 Assumption of multicollinearity

Collinearity

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Collinearity Statistics	
	B	Std. Error	Beta			Tolerance	VIF
(Constant)	1.482	.107		13.808	.000		
Finance	.078	.045	.133	1.719	.013	.556	1.797
Human resource skill	.130	.052	.224	2.504	.014	.611	2.431
Infrastructure	.155	.056	.240	2.754	.007	.634	2.302
Management Readiness	.120	.034	.245	3.481	.001	.667	1.500
Customer Awareness	.007	.041	.013	.184	.003	.643	1.556
Government Support	.104	.059	.161	1.774	.014	.590	2.500

Tolerance and VIF give the same information of multicollinearity. Tolerance value is .57 ($1-R^2$, $1-.414 = .57$) and VIF less than 5 indicates that no problem with multicollinearity. Whereas Finance tolerance is $.56 < .57$ but VIF is less than 5 then indicated that no problem with multicollinearity. multicollinearity indicates that all pair of predictors is highly correlated each other and measure performance level of the organization. Then multicollinearity assumption support hypothesis test of regression validity.

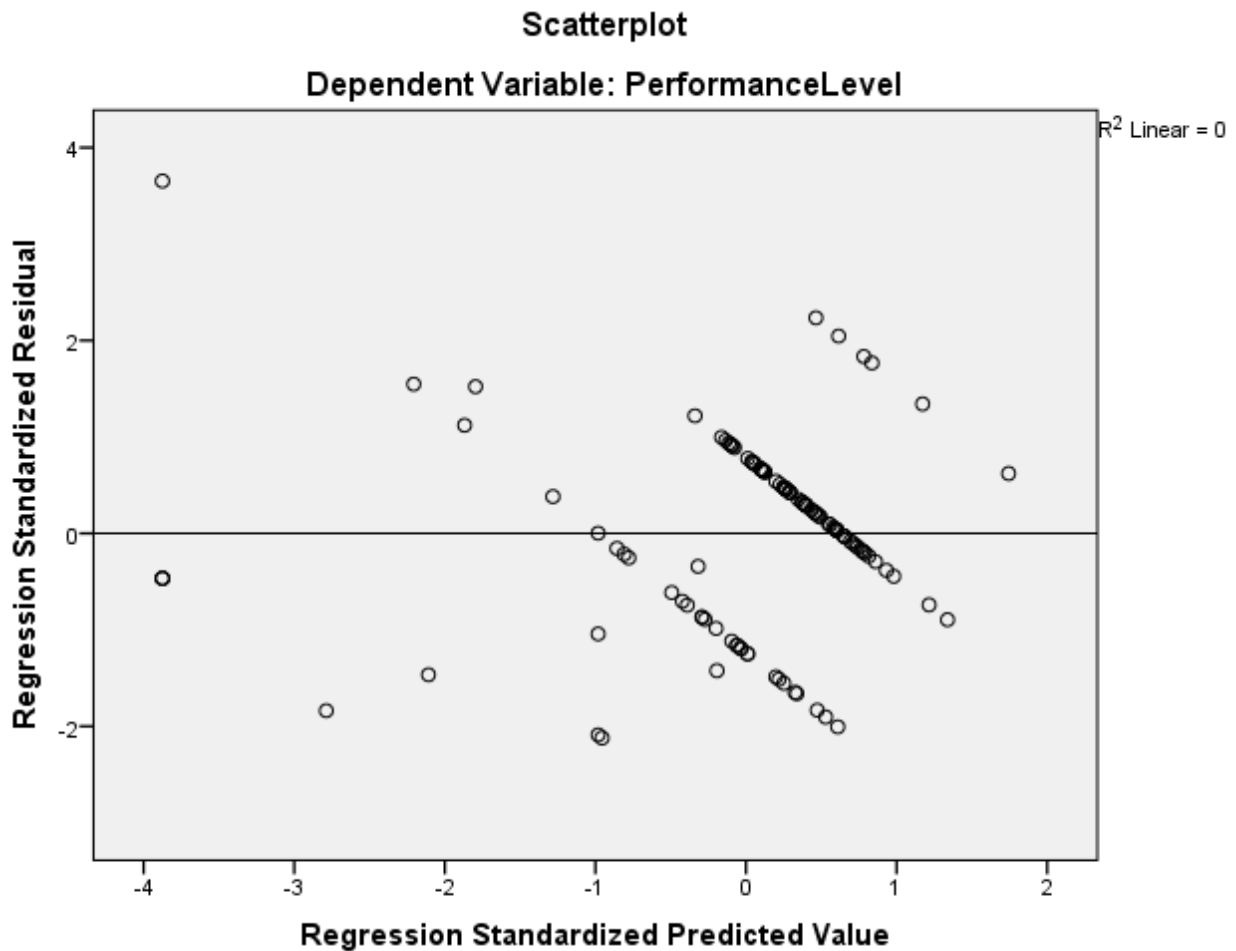


Figure 4 Assumptions of Homoscedastic and Linearity

The above graph shows that predicted value was equally distributed across all value of the independent variables. Which means homoscedasticity assumption was equally distributed. In addition, in the above graph linearity show the relationship between EIC e- marketing performance levels and predictors at a constant level. Generally the graph illustrated that the assumption of homoscedasticity and linearity support hypothesis test and correlation matrix.

The association between EIC performance and independent variables

On table 3 shows that there were relationships between variables. The relationships determine either positive or negative relation.

The correlate matrix indicated that highest correlation was between EIC performance and Human Resource Skill $\beta = 0.65^{**}$ ($p < 0.01$).

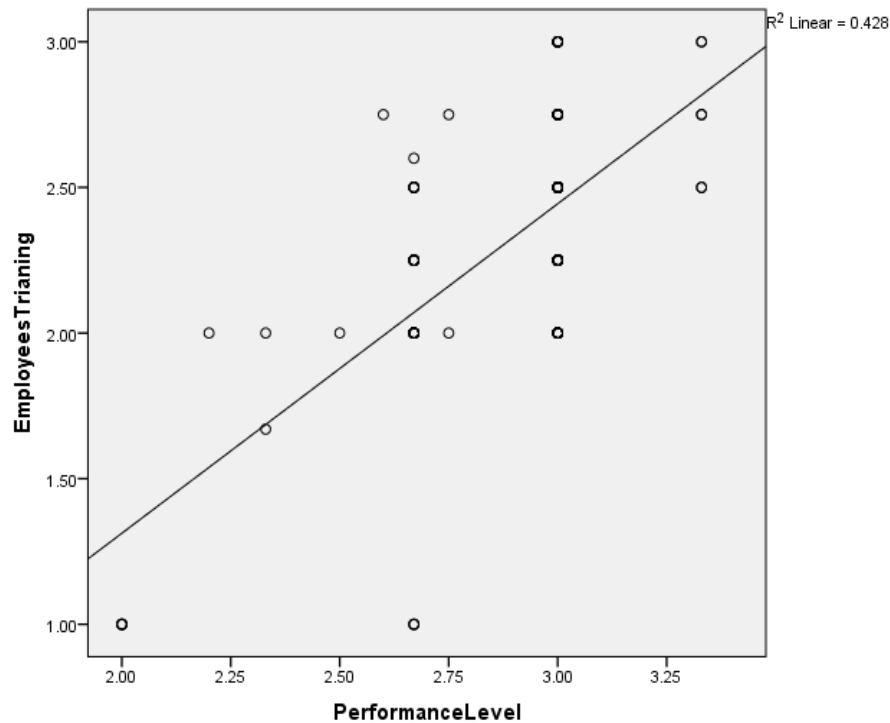


Figure 5. The association between Human Resource Skill and EIC performance

The graph indicated that the relationship between employees and EIC performance was positive. Which means, when employees got continuous training the performance of EIC goes to higher and improved and they did not get continuous training the performance of EIC goes to lower. The descriptive statistics mean indicated that both EIC performance and Human Resource Skill were below threshold value, which was 4(agree). The study result revealed that Human Resource Skill affect EIC performance had strongly positive relationship.

Indeed, not only Human Resource Skill was affect EIC performance. But also EIC performance and infrastructure had a relationship.

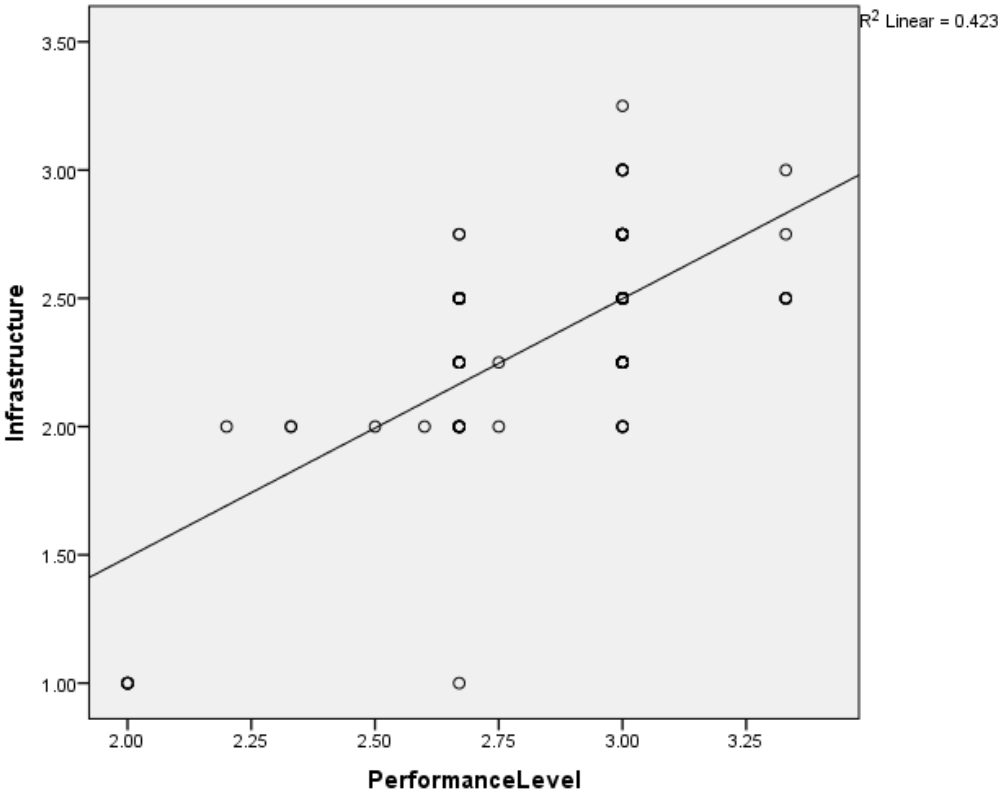


Figure 6 Association between infrastructure and EIC performance

The other factor affecting of EIC performance was infrastructure. Like Human Resource Skill, the graph shows that EIC performance and infrastructure strongly positive relationship between them. This means, when the infrastructure asset decreases EIC performance also parallel decrease.

EIC performance and government support like the above association were strong positive correlation between them. The graph indicated that their positive relationship.

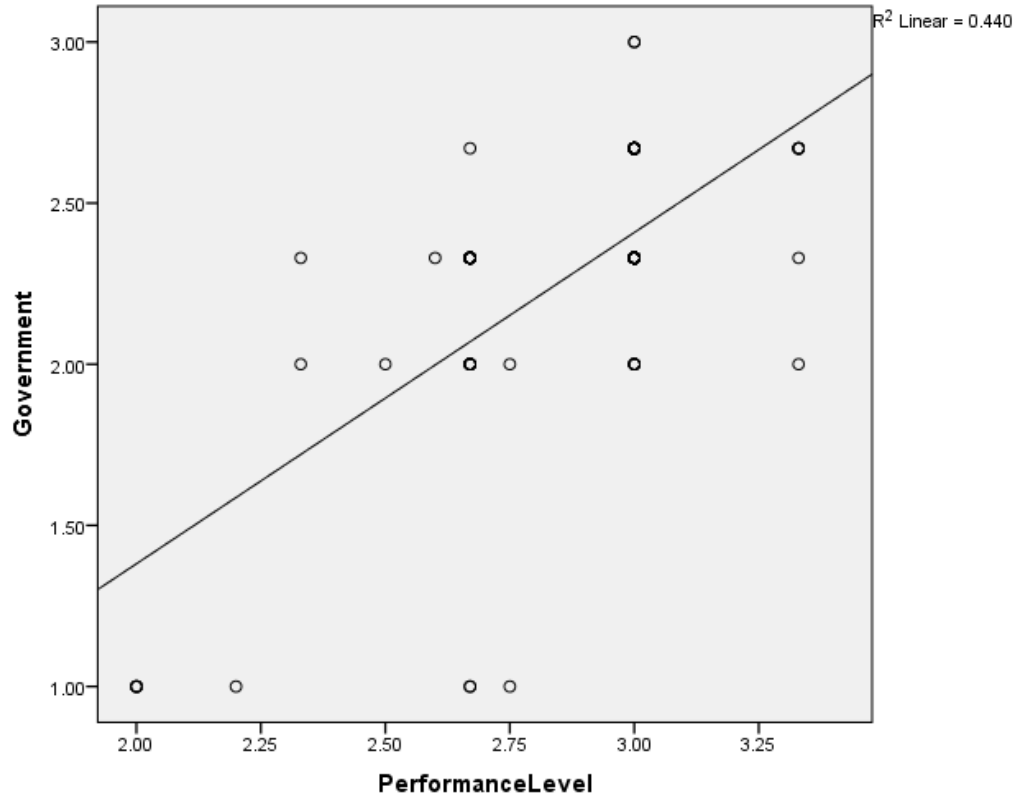


Figure 7. Association between government support and EIC performance

Generally, finance, management readiness and customer culture value and awareness also were positive relationship with EIC performance. This indicated that the independent variables were strongly predicted the improvement and fall of organization performance parallel linked each other.

CHAPTER FIVE

DISCUSSION, CONCLUSION, LIMITATION & RECOMMENDATION

5.1 Introduction

In this chapter the researcher finding presented in the previous chapter analyzed in the light of earlier literature review in chapter two. Based on the findings the study answers the research question. This study attempted to investigate the performance level of Ethiopia Insurance Corporation. Beside of this, the study explored factorsthat affect E-marketing adoption in EIC.

5.2 Discussion

EIC performance level of E-marketing adoption

According to the finding EIC performance on E-marketing adoption indicated that is average. This organization has different department and different function. Work performances also depend on different condition. This study tries to analyse factors affecting the performance of E-marketing adoption. Due to the lag of improvement in technology and customer use of electronics marketing not yet developed as predicted. Electronics marketing help to save time, energy and human resource utilization for the customer and the organization as well. And also increase stakeholders' access easily where ever and at any time. But EIC electronics marketing plan not performed as required.

The study explored factor affecting the performance of EIC E-Marketing adoption and this discussed below with the major factors. According to Devanna, Fombrun, and Tichy (1984) cited in Umudike (2017) training and other human resource management activities aim to increase individual performance, which is believed to lead to higher organizational performance. And also It is very difficult for an employee to perform well at the job place without any pre-training (Thomas N. Garavan, 1997) and also trained employees perform well as compared to untrained employees (Partlow, 1996; Tihanyi et al., 2000; Boudreau et al., 2001 cited in Raja Abdul Ghafoor Khan, Furqan Ahmed Khan and Muhammad Aslam Khan (2011)). It is very necessary for any organization to give its employees training to get overall goals of the organization in a better way (Flynn et al., 1995; Kaynak, 2003; Heras, 2006). Training and development increase

the overall performance of the organization (Shepard, Jon et al. 2003 cited in the literature of Raja Abdul Ghafoor Khan, Furqan Ahmed Khan and Muhammad Aslam Khan (2011)).

In many government organizations the people being hired today could be very well than workers having 20 to 30 years experience without training. While there are no guarantees with respect to how people will mature in their organizational role, initial selection and training play an important role in assuring good long-term performance (Fred Carden and George Plinio Montalvan, 2002). Apart from engaging employees with empowerment, continuous education and training are essential for the sustainability of their personal and organizational growth. As the provision of employees training and empowerment is associated with costs of the organization, it must be aligned with employee's evaluations in order to examine the effectiveness of the event (Hendricks & Singhal, 1997 cited in May Chiun Lo and Yin Chai Wang, n/d). On the contrary the employees who did not get training for their work the organization effectiveness become less and/or fail. In order to continue exponential performance the organization has to train their employees before work and assess their training achievement.

Harrison, (1997) cited in the literature of Carden and Montalvan (2002) an effective and popular approach to develop human capital is staff training and development programs. The basic purpose of such programs is to enable employees to acquire the requisite knowledge and skills that will upgrade their job performance. These programs promote cohesion by helping employees socialize, instilling in them a common set of core values, and improving employee skills critical to the organization's key operations and its core and distinctive competencies (Hagen, Hassan and Amin, 1998 cited in Carden and Montalvan, 2002)

Furqan Ahmad Khan and Muhammad Aslam Khan (2011) employee performance is important for the performance of the organization so training & (skill development) is beneficial for the employee to improve job performance. Furqan Ahmad Khan and Muhammad Aslam Khan (2011) despite focusing on cost control, the spending on training should increase because organization get more efficiency, effectiveness out of the training and development (workforce special report, 2006). This shows that training increase the efficiency and the effectiveness of the organization.

The finding indicated that human resource skill has positive association with organization electronic marketing. The finding supported Angela (2014) examined the significant and positive association between training and organization performance. May Chiun Lo and Yin Chai Wang, (n/d) employee training and empowerment have a strong positive impact on operational performance.

Other factor affecting performance of electronic marketing was infrastructure. According to Dasgupta, P.and Sengupta, K.(2002) insurance industry in India in particular is very slow in adopting ecommerce due to lack of appropriate software infrastructure, non- awareness among customers and security concerns. Although the insurance industry is slow in e-commerce adoption; gains can accrue with increase in the pace of adoption, in terms of reduction in transaction cost, interdiction of competitive products due to flexibility and speed and the expansion of market due to generation of leads through the internet. As mention, the above scholar EIC e-marketing also affected by infrastructure. Infrastructure and electronic marketing performance had strongly positive relationship each other.

Kwadwo A. Gyamfi (2015) for small and medium organizations to successfully implement E-Marketing, an SME must have all the necessary infrastructures needed to conveniently adopt and implement a successful E-Marketing. The needed infrastructure is an internet connection or other communication networks like the internet connected to electronic devices as laptop computers, personal computers and smart phones.

According to Wachira et al. (2014) cited in Walter P. Karungani (2017) the use of ICT infrastructure in procurement improves organizational performance in a number of ways. Firstly, ICT infrastructure improves the level of coordination between various firms within the supply chain network in effect lowering inventory costs. Walter P. Karungani (2017) ICT infrastructure also increases the speed as well as the reliability of transfer and processing of information between members of the supply chain in effect leading to reduced transaction costs and coordination costs. More than enough infrastructure availability predicate high organization performance. On the opposite side the study finding shows that EIC had not enough infrastructures due to this the performance of e-marketing was less than threshold. The finding shows that EIC had average infrastructure, due to this the performance level of e-marketing affected and slow it's grow to develop country GDP. Beside of this have negative effect on

employee work performance. Infrastructure is not the only factor that measure the level of e-marketing performance but also other factors.

Finance relates to resources firms can employ in acquiring and implementing technological innovations, consultation fees, the hiring and training of key personnel in the handling of their ICT set-up including the maintenance and servicing of ICT infrastructures and websites (Mutula & Van Brakel, 2007 cited in Kwadwo A. Gyamfi (2015). The level of internet availability in any developing country contributes to a great extent the readiness or delay in E-Marketing adoption. The slow speeds of the internet even in the urban areas have only further deterred the adoption of ICT processes by most SMEs. Furthermore, the available internet is slow and does not encourage E-Marketing adoption by SMEs

Finance, human skill, government support, customer culture and value, infrastructure and management readiness were the major factor of e-marketing adoption performance level. The major factor of e-marketing performance was finance and infrastructure almost equally government support and customer value affect e-marketing adoption. The resource-based view offers critical and fundamental insights into why firms with valuable, rare, inimitable, and well organized resources may enjoy superior performance (Barney, 2002 cited in Golda Akinyi Demba, 2012) and also organizational performance refers to how well an organization achieves its market-oriented goals as well as its financial goals. Organizational performance means attainment of ultimate objectives of the organization as set out in the strategic plan. In general, the concept of organizational performance is based upon the idea that an organization is the voluntary association of productive assets, including human, physical, and capital resources, for the purpose of achieving a shared purpose. Finance was the basic factor that predict the performance of e-marketing

Golda Akinyi Demba (2012) did a study on financial management practices and their impact on organizational performance. This study measures the relationship between organizational performance and financial management practices like capital structure decision, dividend policy, investment appraisal techniques, working capital management and financial performance assessment in Pakistani corporate sector.

The government can play a role in the development and adoption of E-Marketing by establishing various forms of interventions for SMEs. These interventions can be in the form of facilitating

policies for organization activities in the country, providing financial and technological support by establishing and empowering institutions, improving internet structures and enacting favorable laws (Martinsons, 2008).

According to literature, governments of developing countries can support e-market and e-business adoption at advanced levels by being proactive in providing the enabling environment for businesses to use ICT systems effectively (Kwadwo A. Gyamfi, 2015). Beside of this different studies and scholars support the finding of this study like (Kwadwo A. Gyamfi (2015) stated that in countries where there is both low infrastructure development and low marketing institutional development, successful e-marketing strategies needed for an extension of both infrastructure and marketing institutions.

The literature gives clear guidance as to the nature of the measures that should be used to measure a firm's performance. According to Eriksson, Hultman & Naldi (2008) in the literature of Kwadwo A. Gyamfi (2015) a successful adoption and implementation of E-Marketing in a firms operations is partly dependent the level of ICT and E-Marketing knowledge of key personnel. A healthy appreciation for E-Marketing by the manager and other key personnel can influence the adoption process in the business in developing countries.

5.3 Conclusion

This study was carried out with 120 employees in order to assess factor affecting of EIC E-Marketing performance and how weak and strong influence factors have on organization performance. Factors affecting of EIC E-marketing adoption performance were infrastructure, human resources skill, finance, government support, cultural value and awareness and management readiness. The study finding revealed that there were significant association between electronics marketing adoption and independent variables. The analysis shows that EIC electronic marketing adoption performance level found unsatisfactory.

The study indicates the importance of positive relationship related to human resource skill, government support, infrastructure, finance, Management Readiness, cultural value and Awareness of customers. To improve the performance of EIC E-marketing adoption employees get continuous training. Government supports the organization by policy strategies and organizational structure. Based on this, if infrastructure and finance problem solved e-marketing

adoption rapidly enhanced. Management readiness also increases e-marketing performance in addition to this customer value and awareness which has strongly positively affected e-marketing adoption performance.

5.4 Limitation

No study is without limitation (Berg, 2001). Accordingly, this study is subject to the following limitations that future studies should address to shed more light on the subject of factors affecting E-Marketing Adoption in Insurance Industry.

All the findings are based on data gathered by the respondent response. Thus it may subject to the potential bias and prejudice of the people involve and also due to the nature of their job there are certain employees not willing to fill the questioner so that the research was limited by some firm employees. In addition to this due to time Constraints, independent factors that have been taken for this research were only six.

5.5 Recommendations

E-Marketing adoption is a new financial evolution in Ethiopia, but it's an important issue, because it has a grate impact on the whole insurance system, at the same time it's difficult and need a lot of efforts to be implemented and practiced by insurance industry, so it need a lot of efforts to succeed. Based on the above conclusion, the researcher recommends the following points:

- Since E-insurance has a wide range of benefits to the customers, the insurance & for the economy as a whole so the government should have to facilitate E-insurance practice by creating a well organized legal framework.
- For the successful implementation as well as practice E-insurance system. ICT infrastructure is a major prerequisite and hence the government should support insurance sector by investing on ICT infrastructure development.
- Ethiopia is on the way to be a member of world trade, and other strong competitors or foreign insurance will get involved in Ethiopian insurance industry therefore insurance have to strengthen their capacity by shifting the manual insurance industry to electronic.

- in addition to the above, Ethiopian insurance industry need to move away from traditional bases of business to a new technology based form of competition by focusing on cost reduction, customer retention, awareness, credibility, security, ease of use and wider scope of services.
- To exploit the benefit of E-insurance should have to creat awareness for customers to familiarize the service and enjoy the benefit.
- EIC should pay special attention to deliver service to customers by using E-Marketing system, which can easily be accessible, convienience, reliable and which in turn maximize the satisfaction of customers.

REFERENCES

- Alice Phirir S. (2012). Factors affecting e-commerce adoption in Small and Medium Enterprises: an interpretive study of Botswana. University of Sal ford. UK.
- Bharat, B., & Abhijit, b. (2010). Measuring Determinants of E-Commerce Readiness and their effects on buying Intention for online Purchase Decisions. *Advances in mangment*,3(7), pp.20-27.
- Boateng, R., Mall, A.& Heeks, R., (2009). E-commerce in Developing Economies: A Review of Theoretical Frameworks and Approaches, In Roubah, K., Khalil, O., & Ella,
- Bromider, Ali, A and Arabi (2006) “**The impact of E- commerce on the Iranian Insurance companies**”, Social Science and Business administration program. Master’s thesis.
- Daniel, E., Wilson, H., & Myers, A. (2002). Adoption of e-commerce by SMEs in the UK. *International Small Business Journal*, 20(3), pp. 253-270.
- Dasgupta,P. and Sengupta,K.(2002).**E-Commerce in the Indian Insurance Industry**:Prospects an Future. *Electronic Commerce Research*, Volume 2, Number 1-2,43-60
- Devanna, Formbrun and Tictory (1984)
- E- commerce “**Introduction to E- commerce**” The revolution is just beginning, chapter 1.
- EL-Gohary, Hatem Dr. (2010). E-Marketing-A literature Review from a Small Businesses perspective: *International Journal of Business and Social Science* bo. 1 No. 1:October 2010.
- Fisher, S.E.(2003).**The Insurance Industry and E-Commerce Reality**. Insurance Institute of America.[http //www.webbytes.com/portfolio](http://www.webbytes.com/portfolio)[Accessed 16th/03/2011]
- Fred Carden and George Plino Montal van (2002)
- Furqan Ahmed Khan and Muhammed Aslam Khar (2011)

- General Council (2000). **The Insurance Industry Braces Itself for the Digital Revolution.**<http://www.generali.com/library/ggn/ggnews30/0607.pdf>. [Accessed 11th/02/2008]
- Githinji Anglea (2014)
- Global Journal of management of Business Research Volume 11 Issue 7 Version 1.0 July 2011
- Golda Aniyi Demba (2012) D61/72805/2012
- Hagen, Hassen and Amin 1998 Cited in Carden and MontalVan, 2002 [Accessed 17th/04/2009]
- Hair JR, Anderson R.E, Tatham R.L, et al. (1998) Multivariate Data Analysis. New York: Prentice-Hall International, Inc.
- Hendricks and Singhal 1997 Cited in May Chium Lo & Yin Chai Wang
- International Journal of Economics, Commerce and Management united Kingdom Vol. v, Issue 6, June 2017, Page 604.
- Introduction to Emarketing Samll Business Connect, 2010 Available From: <Http://Toolkit.Smallbiz.Nsw.Gov.Au/Part/27/138/647> [Accessed 28th/12/2014]
- Kantor,A.(2002,January).Web of Tomorrow.**Tech Decisions for Insurance.**
http://www.technologydecisions.com/backissue/0102/18_02_36.asp [Accessed 15th/05/2011]
- Kwadwo A. Gyamfi (2015)
- Maolla, A., & Licker, P.S (2005). E-Commerce adoption in developing countires: a model and instrument. Information & Mangm,ent, 42,pp. 887-899.
- Molla, A., Taylor, R., & Licker, P.S. (2006). E-commerce Deffusion in small Island countires: The Influnece of Instituions in Barbados. Electronic Journal of Information Systems in Developing Countires, 28(2),pp. 1-15.
- Parker, C.M., & Castleman, T. (2009). Small firm e-business adoption: a critical analysis of theory. Journal of Enterprise information Mangment, 22(1,2), pp. 167-182.

- Pastore, M. (1999). **Insurance Industry Slow to Adopt Internet.** CyberAtlas. <http://Cyberatlas.internet.com/markets/finance/print/0,,5961174821,00> [Accessed 7th/02/2013]
- Purcell, F. & Toland, J. (2004). Electronic Commerce for the South Pacific: A review of e-readiness. *Electronic Commerce Research journal* pp.399-410
- Raja Abdul Ghafoor Khan, Furqan Ahmed Khan and Muhammed Aslam Khan (2011)
- Rao, S.S., Metts, G., Monge, C.M (2003). Electronic commerce development in small and medium sized enterprise: A stage model and its implication. *Business process Management Journal*, 9(1), pp.11-32.
- Scupola, A. (2009). SMEs e-commerce adoption: perspective from Denmark and Australia. *Journal of Enterprise Information Management*, 22(1/2), pp. 152-166.
- Tabachnick B.G, Fidell L.S (2007) *Using Multivariate Statistics*, Boston, USA: Pearson.
- (Nobukhosi Dlodlo and Manillal Dhurup 2013). *Drivers of E-Marketing Adoption among Small and Medium Enterprises (SMEs) and Variations with Age of Business Owners: Mediterranean Journal of Social Sciences* : SER Publishing, Rome-Italy: E-ISSN 2039-2117 ISSN 2039-9340
- Taylor, M., & Murphy, A. (2004). SMEs and e-business. *Journal of Small Business and Enterprise Development*, 11(3), pp.280-289.
- Walter p. Karungani (2017)
- Zwass, V. (1996). **Electronic Commerce: Structures and Issues.** *International Journal of Electronic Commerce*, 1(1), 3-23.

APPENDIX

General Instruction

This Questionnaire contains that will be expected to take approximately 10 to 15 minutes to complete please provide your responses to the questions based on the instructions under each section. If you have comments or if you want to provide further explanations, please use the space provided at the end of the questionnaire

Part I: General Information

Instruction: Please indicate your response by Ticking (√) in the box

1. Gender

Male

Female

2. Age

20-30

31-40

41-50

51

3. Education level

Diploma holder

First degree

Masters

PhD

4. Employee

Permanent

Temporary

5. Monthly Income (Eth.Br)

1500-2500

2501-3500

3501-5000

Above 5000

6. How many years have you worked in EIC?

Under 5

5-12

13-20

Over 20

7. Your position held in the organization?

Marketing Officer

Senior marketing officer

IT Officer

Marketing Dept. manager

HR dept. Manager

8. What is your religion?

Christian orthodox

Islam

Protestant

Catholic

Others

Part II: Factors Affecting E-marketing Adoption Dimension Questions

In your opinion, please indicate your extent of agreement to the following statements in relation to factors affecting E-marketing Adoption in EIC (1=strongly Agree, 2= Agree, 3= neutral, 4= Disagree 5= Strongly Disagree)

In relation With Stage of E-Marketing Adoption:

-The Company would fall in Low level of E-Marketing Adoption Stage if it starts to use Internet & the company develop website for business purpose.

-The company would fall in Average level of E-Marketing Adoption if the company start to advertise its service on different websites like Facebook, Twitter, Messapnger, Telegram etc..., If the Company use goggle to rank its business listing, launch a direct mail Campaign etc... in addition to activities performed in Low Level of Adoption.

-The company Would fall in High level of E-Marketing Adoption stage if the company starts on line Marketing, offer a free consultation through website, if it starts Video Conference through website, if it starts partnership with other similar business using website etc... in addition to activities performed in Average & Low level of E-Marketing Adoption.

No	Variables	1	2	3	4	5
	Stage of E-marketing Adoption					
1	EIC expected to fall on High level of E-Marketing Adoption					
2	EIC expected to fall on Average level of E-Marketing Adoption					
3	EIC expected to fall on Low level of E-Marketing Adoption					
	Financial Adequacy					
4	EIC have financial source to implement E-marketing					

5	EIC have Adequate financial capacity for E-Marketing Adoption					
6	EIC have strong financial usage strategy for E-Marketing Adoption					
	Human Resource Skill					
7	The company HR have enough knowledge to Adopt E-Marketing					
8	The company HR got enough training to Adopt E-Marketing					
9	The continuous training on Employees have a direct impact on developing HR skill					
10	EIC have enough professionals for E-Marketing Adoption					
	Company Infrastructure					
11	The ICT department of EIC well organized in Infrastructure to Adopt E-marketing					
12	The company internet connection is reliable for E-marketing Adoption					
13	Frequent power interruption seriously affect E-marketing Adoption					
14	EIC have a complete set of organizational facilities to adopt E-marketing					
	Management Readiness					
15	The Management is willing to Adopt E-marketing					

16	The Management have strong ambition to Adopt E-marketing					
17	The Management of EIC have strong role in E-marketing adoption than other departments					
Cultural Value & Awareness of Customers						
18	Customers have enough information to involve in E-marketing					
19	Customers have technological gap for E-marketing Adoption					
20	Customers have lack of knowledge for E-Marketing Adoption					
21	Customers have fear of trusting technology for E-Marketing Adoption					
22	Customers have sufficient technological access for E-Marketing Adoption					
Government infrastructure and legislative issue of the country						
23	The Government really support EIC by Infrastructure to Adopt E-marketing					
24	The country have regulation in relation with E-marketing Adoption					
25	Lack of governmental infrastructure have strong impact on hindering E-marketing Adoption In EIC					

Thank you!!!