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**FACTORS AFFECTING THE ADOPTION OF ELECTRONIC  
MARKETING ON ETHIOPIAN SUPERMARKETS: CASE STUDY  
OF SELECTED SUPERMARKETS IN ADDIS ABABA.**

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**June, 2019**

**Addis Ababa, Ethiopia**

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**A Thesis Submitted to the Addis Ababa University, College of Business and  
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of the Degree of Masters of Arts in Marketing Management.**

**Advisor: Belaynesh Tefera (PhD)**

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## **Statement of Certification**

This is to certify that **Tesfahun Bazezew Mekuriya** has carried out his research work on the topic entitled “**Factors affecting the adoption of Electronic marketing on Ethiopian supermarkets**” is his original work and is suitable for submission for the award of Master’s Degree in Marketing Management.

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**Belaynesh Tefera (Ph. D)**  
**(Advisor)**  
**June, 2019**

## STATEMENT OF DECLARATION

I, **TESFAHUN BAZEZEW MEKURIYA**, declare that this research entitled “*Factors Affecting E-marketing Adoption on Ethiopian supermarkets*” is the result of my own effort and study. I also declare that all sources of materials used for the study have been duly acknowledged. I have produced it independently except for the guidance and suggestion of the Research Advisor.

This study has not been submitted for award of any Degree or Diploma Program in this or any other Institution.

Declared by **Tesfahun Bazezew**

Signature\_\_\_\_\_

Date\_\_\_\_\_

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## **List of Abbreviations and Acronyms**

CEO	Chief Executive Officer
DOI	Diffusion of Innovation
DTI	Department of Trade and Industry
E-COMMERCE	Electronic Commerce
E-MARKETING	Electronic Marketing
ICT	Information and Communication Technology
ISP	Internet Service Provider
IT	Information technology
IS	Information system
LDCS	Least Developed Countries
OECD	Organization for Economic Cooperation Development
SPSS	Statistical package for social science
TAM	Technology Acceptance Model
TOE	Technology-Organization-Environment

## Abstract

*In a knowledge society, organisations need to develop competitive advantages through the effective utilization of electronic marketing in order to succeed in markets. The purpose of this study was to investigate factors affecting e-marketing adoption on Ethiopian supermarkets. Data were collected from 107 Ethiopian supermarkets and the data was collected through a cross-sectional survey design as it is instrumental in collecting data from a population of interest at one point in time. Variables were tested for their relationship with e-marketing adoption using correlation and regression analysis by applying statistical package for social sciences (SPSS). The findings of the study indicate that the proposed model explains 86.4 per cent of the variance of e-marketing adoption. It was found that competitive pressure, adoption cost and IT infrastructure are the most influencing factors of e-marketing adoption. Among them, competitive pressure was proved to be the most significant factor. On the other hand, Owners or managers IT knowledge and governmental support influence but not as strongly as the other three attributes. From these, adoption cost is an inhibitor of the adoption of e-marketing. Therefore, it is recommended that managers, particularly owners of the supermarkets, should be convinced that e-marketing adoption is necessary to maintain and achieve competitive advantage while non-adoption of an e-marketing innovation that is adopted by others in such an environment may result in competitive disadvantage since competitive pressure was proved to be the most significant factors of e-marketing adoption. The researcher further suggested that future research could be conducted with longitudinal data and on a wider scale on all supermarkets in the country cutting across all the counties by collecting data from customers, users of the e-commerce platforms and various other stakeholders.*

**Key words:** E-marketing, Adoption, supermarkets, TOE model

# CHAPTER ONE

## INTRODUCTION

This chapter introduces readers to the study of factors affecting e-marketing adoption on Ethiopian supermarkets in Addis Ababa. It underlines the importance of the research, its objectives and research questions. Moreover, issues related to, significance as well as scope or delimitation of the study was included in this chapter.

### 1.1 Background of the study

Today, e-marketing decisions are more and more often are treated not as a competitive advantage, but as a necessity, which helps to avoid the lagging behind competitors (Barsauskas et al.2008). The internet is a vast and beautiful entity that allows unprecedented access to information, the likes of which we have never seen before. Never has one had as much access to knowledge as today, and that's thanks to the internet. Not only is the internet a giant repository of information, it is also a vast marketplace. Never has the world's market been so easily accessible to individuals and businesses all over the world. The internet has changed the way we do business forever. These days, e-marketing has become as common place as watching television. It's something that many people do every single day and probably couldn't imagine their lives without it. There are lots of people that started out with small local business who have used e-marketing to boost sales and make up a large part of their income. It's exciting to see that this entirely new system of doing business only came into existence a few decades ago. It's amazing to see how far it's come, and even more exciting to speculate how it will advance in the future (Sheng-Wei & Hsin-Pin, 2012).

Recent development of Information and Communications Technologies including electronic data transfer, internet and World network has caused an increased complexity of system effectiveness on buyer-supplier relationships in a supply chain. This complexity of supply chain management makes companies to improve on- line communication systems so as to gain a competitive advantage in the market for Instance, the internet may be used to increase relations through increased interactions among companies and the customer (Nikakhtar and

Yang, 2011). Globally retail businesses account for eighty percent of a country's economic growth and are therefore considered the engine of growth of the world economy (Bodorick, Dhliwal and Jutla, 2002). In some other countries however, they account for more than ninety percent of the total business. With this large number of retail businesses, it is therefore very important that enterprises engage in the use of e-marketing as it allows them to expand to new geographic areas, increase effectiveness in cost within the supply chain and improves a firm's visibility (Ericksson, Hultman and Naldi, 2008).

The use of e-marketing is increasingly becoming important in many organizations due to the increased development of information and communication technologies and globalization of business. Many research findings point out that retail enterprises are very slow in adopting e-marketing applications to their business models (Mac Gregor and Vrazalic, 2008). This is due to lack of exposure and experience with information systems (IS), by most enterprises, low investment in information system and the fact that most enterprises have to depend on third parties for technical support. The enterprises are also faced with financial constraint such as cost of installing the technology, lack of the required information on the website as well as issues related to human resources (Eriksson, Hultman and Naldi, 2008). Despite these fears, some enterprises have been able to embrace e-marketing in their daily activities of buying and selling of their products with an aim of gaining a competitive advantage in the market place.

According to Sandy (2006), retail businesses have been actively looking for suitable solution and methods of adopting and integrating electronic marketing into their business processes. Electronic marketing is not just another mechanism to sustain and enhance existing business practices but a paradigm shift that is radically changing traditional ways of doing business (MacGregor and Vrazalic, 2008). To benefit totally from the available opportunities, enterprises must be able to adopt and develop suitable electronic strategies of conducting business, changing or abandoning their traditional businesses (Baourakis *et al*, 2002). Despite the importance of e-marketing adoption to organization, an understanding of the factors that determine the adoption of e-marketing is fundamental for the success of any e-marketing adoption process. According to Lawrence and Tar (2010) there are four e-marketing barriers in developing countries. The first was infrastructure barriers which include technology, telecommunication, high cost of the Internet and access to equipment. The second is the lack of government policy and support. The third is socio-cultural barriers, which include language, trust and lack of personal contact. The fourth is socio-economic barriers, such as, economic conditions, the payment and educational system and logistics.



On the other hand, MacGregor and Vrazalic( 2008), states that it's mostly the large companies that have benefited from e-marketing utilization while retail enterprises showing a slower rate of utilization, this is due to reasons such as lack of public IT infrastructure, Lack of IT skilled labour, the cost of adoption difficulties in obtaining finances and technical information, competitive pressure and lack of management and technical expertise. As cited by Chepengeno (2017) retail enterprises ordinarily lack the financial resource, technical expertise and the experience to adopt new technology. He also states that the use of internet is not an attention among retail enterprises mainly in least developed countries. Furthermore, he stated that retail enterprises are not competitive enough leading to high cost of transport and unproductive business processes, thus e-marketing give them a better access to information due to availability of worldwide markets.

In our country e-marketing is knocking the front door of every organization, where supermarkets in Ethiopia would never be exceptional. In the face of rapid expansion of e-marketing throughout the developed and the developing world, Ethiopian's supermarkets sector wouldn't be an exception in expanding the use of e-marketing. Therefore, it is of crucial importance to understand, explore and identify factors that influence e-marketing adoption process within businesses, especially in the Ethiopian retail enterprises. Through review of literatures including concepts, and theories relative to IT and e-marketing adoption, this study investigate and reveals a number of factors that directly or indirectly, as well as positively or negatively pressure and persuade retail businesses, especially Ethiopian supermarkets to adopt e-marketing solutions. To achieve this, the student researcher attempts to identify the major determinants of e-marketing adoption. The study therefore seeks to breach that gap in literature by examining the factors affecting e- marketing adoption among Ethiopian supermarkets perspective.

## **1.2 Statement of the Problem**

To remain competitive in global markets, electronic marketing (e-marketing) has become imperative and encompasses activities such as electronic data interchange, having a web site that is linked with key business processes, and capabilities to buy online (Watson et al. 2008). The ability to assess the opportunities to adopt or intensify the use of internet-based technologies will depend primarily on the firm's endowment with human capital and its innovative activity (Cohen &Levinthal, 1989). Whether small or big, almost all businesses face competitions and need to look for ways to win the requirements of their customers. According

to (Ramsey and McCole, 2013), one of the major developments of our time that could provide the means for businesses to arrive at their desired goals is information and communication technology (ICT) and the Internet. The adoption of online marketing by retail enterprises is a decision made by the business owner and the manager (Cohen & Levinthal, 1989). Owners of retail enterprises perceive online marketing as an important function for their business. However, many of them prefer the comfort of what they perceive as familiar over indulging into any new venture. They are reluctant to think outside the box in order to seek new business solutions (Cyert and March, 2012). As cited by Shemi (2012), adopting e-marketing has not been easy for retail enterprises world-wide partly because of the ever-changing field of information systems and the varying needs of local and global business in general. On the other hand according to Acquah (2012), the owners of some retail enterprises have been relying on traditional means of marketing to achieve growth and a competitive edge mainly due to the lack of knowledge, limited funds, lack of skilled staff, lack of well-established IT infrastructure and perceived lack of applicability to the business that enterprises is engaged in. On the other dimension according to (Gilmore, Gallagher & Henry, 2007), owners of retail enterprises may adopt e-marketing as a means of defending their autonomy in business and thus adopt the technologies in a casual and ad hoc manner. Unfortunately, this reflects the current situation in Ethiopia even though most supermarket owners understand the benefits of e-marketing in improving their business practices. As cited by Dr. Lishan (2012) the Ethiopian ICT sector remains underdeveloped as compared to its peers in Africa, such as its neighbours Kenya and Sudan. A study conducted by MAINA (2016) also reveals that almost a half of the Kenyan retail business use e-marketing in transacting their trading activities. But this is not the case in the Ethiopian retail businesses. In addition to this as the student researcher observed and experienced the status of the internet and e-marketing in Ethiopia, Supermarket owners in Ethiopia do not seem to be skilled enough and the penetration of e-marketing within the supermarkets is not very famous. At present, only a tiny number of Ethiopian commercial organizations such as the banking industry sector and real estate firms are involved in e-marketing activities. Currently Ethiopian supermarkets are characterized by direct face-to-face interaction with customers at sales locations or shops. Moreover, since e-marketing is based on information technology (IT), specially the homogenous nature of supermarkets business makes product differentiation very difficult and costly unless there is e-marketing in this business. Against this backdrop, Ethiopian supermarkets are expected to shift its focus towards understanding the factors that affect the adoption of e-marketing to make life easy for their customers and to become better competitor with other developing countries. Such factors will

cost a lot if we don't know core factors that affect e-marketing adoption; we don't have also any guarantee that people will use e-marketing in the future. A study conducted by Wangechi (2006) found out that there is a correlation between adoption of e-marketing and costs of e-marketing. A study carried out by Ocha (2011) also found out that variable knowledge of IT benefits derived from e-marketing and infrastructure would enable businesses to actively pursue e-marketing. She also found out that the Cost of e-marketing implementation within the business, technical skills and IT skills amongst owners and employees would additionally encourage businesses in venturing into e-marketing. On the other hand, according to (Garland, Bickman&Chorpita 2010) e-marketing is a complex innovation at the organisational level that cannot be adopted if the decision-makers within the organisation do not perceive change to be necessary.

Although studies have been conducted on e-marketing adoption in Ethiopia, they have not yet provided an in-depth analysis of the existing situation, as most have focused on financial services, for instance Temesgen and Shekhar (2011) in their studies of financial service enterprises in Ethiopia have tested the interrelationship between internal and external factors with e-marketing implementation and found a positive significant relationship between them in the Ethiopian context. Similarly, Yoseph (2017) have tried to identify factors affecting the adoption of mobile banking on commercial bank of Ethiopia and found that ease of use, perceived risk, trust and convenience as an important factor affecting the adoption of mobile banking. On the other hand, Essayas (2010) has conducted a study on factors affecting e-ticketing in the Ethiopian airlines perspective and found IT infrastructure as one of the determinant factors for consumers to adopt e-marketing. However, those researchers didn't come across the factors influencing the adoption of e-marketing in the Ethiopian retail businesses like Ethiopian supermarkets since their study emphasized on well-established organization. The student researcher in this paper would like to test the uncovered areas interrelationship such as IT infrastructure, IT skills amongst owners or managers and employees, costs of e-marketing adoption, competitive environmental pressure and the government role with e-marketing adoption on the Ethiopian supermarkets in Addis Ababa. Hence the researcher believes that this research study would contribute to fill the existing research gap. If this gap cannot be filled, it may take companies, retail businesses like supermarkets and even owners or managers of supermarkets longer time to adopt e-marketing.

It's no secret that the Internet has changed the way companies do business as its use enables enterprises to carry out their business from any location and penetrate new markets at a click

of a mouse. Despite this Ethiopian supermarket do not appear to be utilizing its potential to the full to increase their productivity, improve customer support and reduce the overall costs with an aim of gaining a competitive advantage in the market. A question that naturally arises is why retailers like supermarkets in Ethiopia so reserved in adopting the e-marketing channel thus; the fundamental problem motivating to this study was the need to understand the factors affecting the adoption of e-marketing among retail businesses, specifically among Ethiopian Supermarkets in Addis Ababa. In attempting to investigate the factors affecting e-marketing adoption on Ethiopian supermarkets in Addis Ababa the researcher has coined the following leading questions.

### **1.3 Research Question**

What are the various factors that influence the adoption of e-marketing on Ethiopian supermarkets in Addis Ababa, Ethiopia?

This study also aimed to answer the following specific questions:

- ✓ To what extent does IT infrastructure affect e- marketing adoption on Ethiopian supermarkets in Addis Ababa?
- ✓ To what extent does an owners or managers IT skill affect e-marketing adoption on Ethiopian supermarkets in Addis Ababa?
- ✓ To what extent does adoption cost influence e-marketing adoption on Ethiopian supermarkets in Addis Ababa?
- ✓ To what extent does competitive pressure affect e-marketing adoption on Ethiopian supermarkets in Addis Ababa?
- ✓ What is the relationship between government support and e-marketing adoption on Ethiopian supermarkets in Addis Ababa?

## **1.4 Research Objective**

### **1.4.1 General Objective**

The main objective of this study was to identify the factors influencing the adoption of e-marketing on Ethiopian supermarkets in Addis Ababa.

### **1.4.2 Specific Objectives**

- ✓ To analyse the extent of relationship between Information Technology (IT) infrastructure and e- marketing adoption on selected Ethiopian supermarkets in Addis Ababa
- ✓ To examine the extent of relationship between owners or managers IT skills and e- marketing adoption on selected Ethiopian supermarkets in Addis Ababa
- ✓ To analyse the extent of relationship between IT adoption cost and e-marketing adoption on selected Ethiopian supermarkets in Addis Ababa
- ✓ To look the extent of relationship between competitive pressure and e-marketing adoption on selected Ethiopian supermarkets in Addis Ababa
- ✓ To examine the relationship between government support and e-marketing adoption on selected Ethiopian supermarkets in Addis Ababa

## **1.5 Definition of key Words**

### **E-marketing**

E-Marketing refers to the use of the Internet and digital media capabilities to facilitate the marketing of products or services. E-Marketing is also referred to as online marketing or web-marketing Internet marketing (I-Marketing) (introduction to E-Marketing, 2010).

### **E-commerce**

E-commerce is the use of the internet and the web to transact businesses between and among organizations and individuals (Laudon&Laudon2003 p.10)

### **E-business**

E-business refers to the digital enablement of transactions and processes within a firm, involving information systems under the control of the firm (Laudon&Laudon2003 p.10)

It is also a generic term that encompasses the whole firm with the integration of all electronic processes from suppliers to consumers.

### **Supermarket**

According to the Webster International dictionary (1993), a Supermarket is a self-service store or independent retail market offering a wide variety of food and household merchandise, organized into departments. It is larger in size and has a wider selection than a traditional grocery store and it is smaller than a hypermarket or superstore.

## **1.6 Significance of the Study**

This study contributes to the body of knowledge on e-marketing adoption and implementation in the Ethiopian supermarkets, by shedding light on the technological, organisational, and environmental factors in e-marketing adoption and implementation. On the practical side, the study would help decision makers to identify the major factors that may affect e-marketing adoption. Such information may help the owner or managers of supermarkets in formulating appropriate marketing strategies to sustain in the turbulent business environment. It also provides Ethiopian supermarkets the needed information to enhance their marketing operations through online marketing platforms and expand their markets to transact with customers across the entire city; thus, the findings also guide supermarket owners or managers about the factors that prevent incorporating online marketing practices into their business operations. It will also facilitate them to adopt and implement effective competitive strategies so as to keep abreast with the turbulent digital environment. It is also important for other retailers in other industries. The study also motivates them to adopt and effectively implementing competitive business strategies to strengthen their e-marketing business units such as mobile applications and websites to ensure that they stay competitive and profitable.

Generally, this study is novel and demonstrates a contribution to knowledge in the following ways:

- ✓ This is the first study to examine the realised benefits of using e-marketing in the Ethiopian supermarkets
- ✓ It is one of very few studies that examine the factors affecting e-marketing adoption in the Ethiopian retail industry
- ✓ This study is also significant in adopting a holistic approach by focusing on owners or manager IT knowledge and perspectives on implementation, rather than on the end-user perspective.
- ✓ In terms of theoretical contribution, this study shows how the TOE model can be used to enhance success in the implantation of e-marketing in the Ethiopian retail industry.

## **1.7 Delimitation/Scope of the Study**

Geographically, this study was limited to Addis Ababa only. This is due to two major reasons. One was because of time, money and lack of experience from the side of the student researcher

to make a countrywide research. The second main reason was that most of the supermarkets in Ethiopia are found in Addis Ababa. Being the capital and most populated city of the country, Addis Ababa is one of the few major cities in Ethiopia. Thus, a sample drawn from this city can be most likely representative of the population the study.

Conceptually this study involves the adoption and utilisation of e-marketing to enable the buying and selling of commodities and the exchange of information that brings business value to supermarkets in Ethiopia. Thus, any electronic transactions that involves the Internet and e-mail, with or without the web, does constitute e-marketing in this study, other industries are not included in this study. DOI theory and Tornatzky and Fleischer (1990) technological, organizational, environmental (TOE) model of the theory is the most appropriate theory for investigating the adoption of technology and provide an excellent theoretical foundation for exploring information system adoption behaviour within retail businesses (Mehrtens *et al.* 2001). But this study was limited only to the technological, organizational, environmental (TOE) model of Tornatzky and Fleischer (1990). Therefore, other theories and models such as the Technology Acceptance Model (TAM), Theory of Reasoned Action (TRA) etc. was not considered in undertaking this investigation. If they are used in combination with other theories, the researcher might have many more variables to consider and the outcome of the research would also base itself in much more pillars. Therefore, these theories were left as a future area of investigation so as to confine this research to a manageable form and size. Methodologically this study was delimited to a cross-sectional survey design as it is instrumental in collecting data from a population of interest at one point in time and as the main instrument of data collection due to its ability to collect large amount of information in a reasonably quick span of time and economic manner.

### **1.8 Limitation of the Study**

In undertaking this research study different limitation was encountered by the researcher. Limited time to undertake the research was the major challenge for the student researcher. Furthermore, shortage of updated articles, books and other publication in the area of e-marketing was also another challenge for the researcher. The latest publications require credit card payment and for this reason the researcher was forced to utilize old dated literatures as a reference. Delayed response from owners or managers of the supermarkets especially during data collection was observed. Another major obstacle was lack of willingness to reply to the

survey questionnaire. In spite of these limitations, the student researcher was taken all possible measures to achieve the best possible result.

### **1.9 Organization of the Study**

The thesis was structured in five different chapters. Chapter one covers background information on the context of the research, where research problem, objectives, research questions, significance, scope and limitation of the study were discussed. With the above brief introduction of the research paper, the remaining part of the thesis is organized as follows. The second chapter review detailed literature on relevant topics on the study of e-marketing adoption. Chapter three deals with the research methodology starting with description of the research design, data collection and end up with clear explanation of the data analysis method. The Forth chapter explains results and discussion, including data presentation and interpretation. Finally, chapter five brings an end of this study with summary of the research findings, conclusion and possible suggestion or recommendation.



# CHAPTER TWO

## LITERATURE REVIEW

### Introduction

This chapter reviews theories related to e-marketing adoption. It discusses the benefits of e-marketing, challenges to e-marketing adoption in developing countries, factors influencing adoption of e-marketing and further goes on to review previous e-marketing adoption factors

### 2.1 Theoretical Review

#### 2.1.1 An overview of e-marketing

E-marketing is a recent innovation and a current business practice concerned with marketing products, services, facts and concepts by the use of the internet and other additional electronic measures such as mobile phones, intranets and extranets. A small company implementing e-marketing can adapt the shape and nature of their business worldwide. The increased use of the internet might not only enhance opportunities for the small business but could also remove various threats El-Gohary (2010).

According to Turban et.al (2008), e-marketing is the process of buying, selling, transferring, or exchanging products, services and information based on conditions such as ease of internet and e-mail availability and the use of World Wide Web to enhance business activity. E-marketing allows enterprises to sell products, advertise, purchase supplies, bypass intermediaries, track inventory, eliminate paperwork, and share information, it helps in reducing the expenses, time, distance and space in carrying out business activities which leads to better customer service, increased efficiency, improved products and high profits for the enterprises. Through its use, many enterprises are able to gain a competitive advantage by selling their goods and services directly as well as for communicating with suppliers, customers, creditors, partners, shareholders, clients, and competitors around the world (Lee & Viehland, 2008).

In developing countries business owners do not use advanced business systems extensively, and e-marketing is still at the emerging stage, unlike its counterparts in developed western nations. Therefore, very little is understood about how e-marketing can be used for business operations, for commercial or non-commercial uses, so e-commerce can also be regarded as comprising all e-business activities. Turban *et.al* (2008) further explained that e-marketing

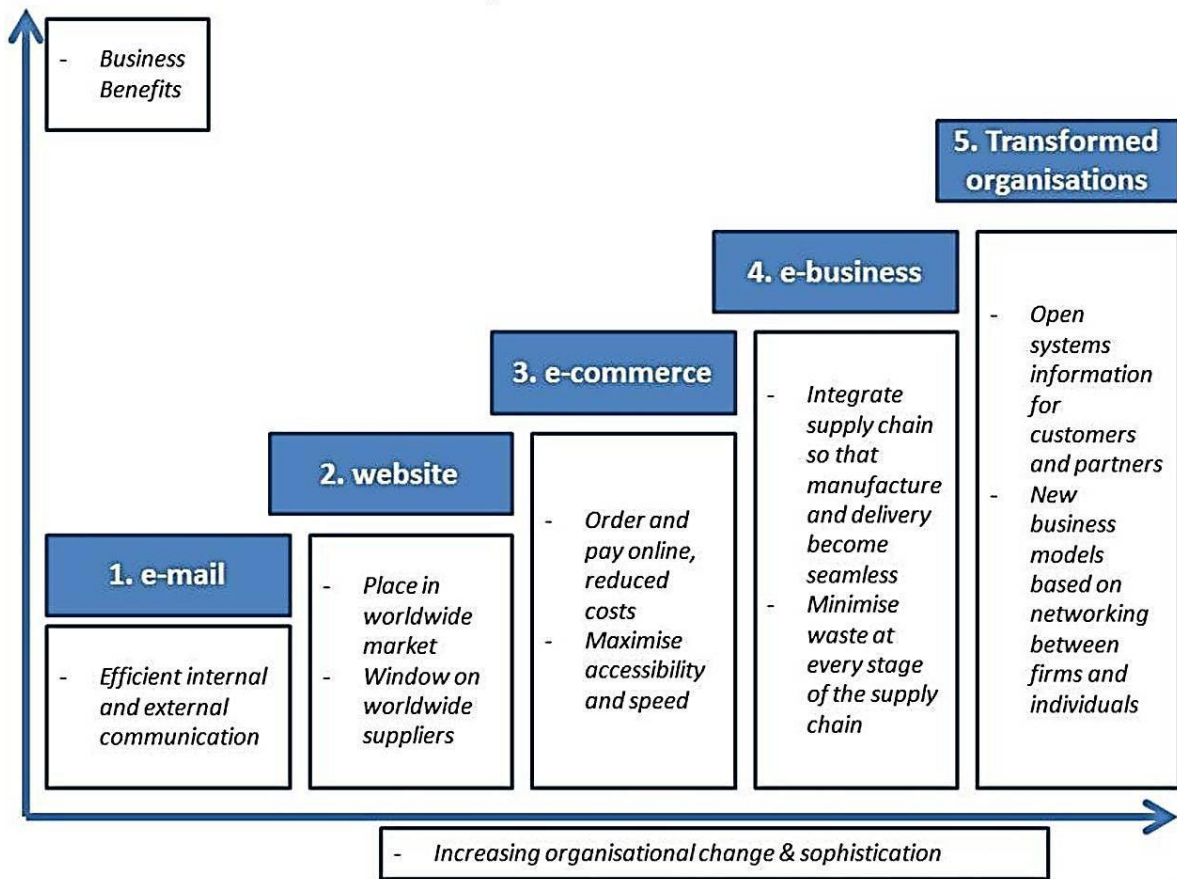
incorporates online transactions together with Internet-based activities, such as selling direct to other businesses and consumers; exchanging and monitoring of information; divesting resources such as surplus inventory; research; and development, such as designing websites

### **2.1.2 E –marketing Development in Organization**

According to Brand and Huizingh (2008), most organizations begin by building one-way websites that features listing products and prices and then evolve into a two-way communication website capable of interacting with customers by making sales transactions and having two-way communications whether sales, e-mail, discussions and automated interactions. Brand and Huizingh (2008) also propose that complex innovation, such as technological change, may be carried out in at incremental levels of complexity. They found that outcomes for one stage therefore have an impact upon the organization by having less effect on the next stage of implementation. Thus, an organization in the early stages of technology adoption derives greater benefit than at the latter stages of the process.

The growth stages concept is one outline that helps to understand the factors affecting e-marketing adoption among retail enterprises. 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 retail businesses. It demonstrates the various stages retail businesses move through in adopting any ICT technology.

## The DTI adoption ladder for SMEs



**Figure 1: E-marketing adoption Ladder**

(Source: Martin and Matlay, 2001)

### 2.1.3 Ethiopian experience and nature of Ethiopian e-marketing Environment

ICT has become an integral part of Ethiopia's development programs over the last decade. The country faces a substantial gap between interest in the ICTs and the policy and regulatory instruments available to enable its development. ICT is one of the major components of Plan for Accelerated and Sustainable Development to End Poverty that runs between 2005 and 2010. Quality of service comprises requirements on all the aspects of a connection, such as service response time, loss, signal-to-noise ratio, cross-talk, echo, interrupts, frequency response, loudness levels, and so on. In Ethiopia, the low quality of services has been a common problem, is a result of the overall bad performance of the telecommunications regulatory environment. Despite improved network penetration over the last consecutive years, through a vendor sponsored loan programme, the incumbent monopoly did not have an incentive to improve the quality of service due to lack of competitive pressures and inherent inefficiency. Generally Ethiopia's ICT infrastructure problems points out that there is a critical need to speed up the

opportunities offered by ICT in addressing the complex socio-economic problems facing the country today (Belaynew,2012).

#### **2.1.4 Potential Benefits of E-marketing**

The benefits of e-marketing for retail enterprises have been a concern for governments and researchers alike due to the significance of this sector to their national economies (OECD, 2004; p.387 outlines some of the benefits for engaging in e-commerce for organisations as well as individuals, as follows:

Geographical reach; there is no barrier for participants as they are able to reach any geographical location on the globe through communication networks Speed; the interaction between the participants of e-marketing happens within a short span of time.

Productivity; due to the fast speed of Internet transactions, participants of e-marketing can gain a lot of time that they can devote to other activities. This means being able to do more work than they actually anticipated, resulting in higher output.

Information sharing; any form of information; that is text, audio, video, graphics, or animation can be transferred to all users that are connected to the network.

New features; the ability to add new features to the products and services, is another benefit for e-marketing users.

Lower costs; the cost of business transaction is cheaper than in traditional methods due to the nature of the Internet. Costs are lower also because producers can communicate directly with buyers, removing any middle men.

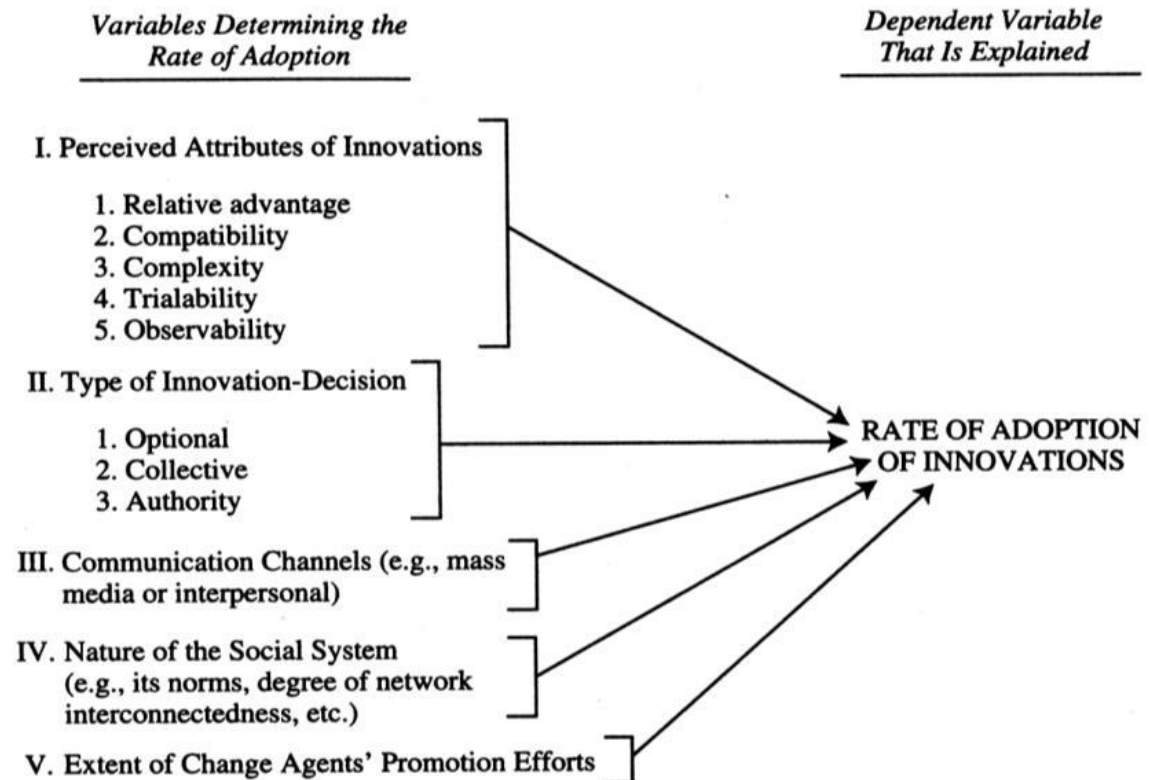
Competitive Advantage; It is argued that those companies that develop and implement an effective e-commerce strategy have business advantages over others in their industry that cannot offer similar products, services, or operating capabilities. The actual uptake and realisation of benefits in e-commerce adoption has been in large corporations especially in developed nations Eriksson *et al.* (2008).Research studies have noted that whilst some large firms have benefited greatly in e-commerce adoption due to the wide resources at their disposal, retail enterprises in developing countries lack a number of resources and competencies and the political and business environment in their countries provides little assistance to boost e-commerce adoption (OECD, 2004)..

### **2.1.5 Theories of Technology Adoption**

A number of theories and models such as Diffusion of Innovations Theory, the Technology Acceptance Model (TAM), the Theory of Planned Behaviour, Combined TAM and TPB, Resource-based theory, Social Cognitive Theory, the Unified Theory of Acceptance and Use of Technology (UTAUT) have been developed and used to investigate the adoption of ICT. Different theories and models have different focuses, and are designed to investigate different aspects of ICT adoption. Some theoretical models focused only the external environmental factors while others examined technological factors (Sila, 2013). Moreover, most of the previous studies based on technology adoption theories emphasis on the adoption of IT at individual level and in the context of developed countries. According to Sila (2013) review 25 different theories have been developed and used for factors affecting the adoption of e-marketing at organisation level. Moreover, he found that diffusion of innovation theory (DOI) (Rogers, 1995) and the technology, organisation, and environment (TOE) model (Tornatzky & Fleischer, 1990), were the most frequently use by these researchers. This section considers these two theories

#### **2.1.5.1 Diffusion of innovation theory**

Innovation diffusion is defined as “the process in which an innovation is communicated through certain channels over time among the members of a social system” (Rogers 2003, p. 5). Rogers (2003) defined innovation as a perception of something new by a person or a group, which may be an object, a service, an application, or merely a notion. Innovations have attributes, perceived by potential adopters, which determine their ultimate take-up and use.



**Figure 2: Rogers' diffusion of innovation (Rogers 2003, p. 222)**

The diffusion of new technologies requires transparency and communication to enable users to adapt and gain competency in the new business model. There are five stages of the innovation diffusion process: knowledge, persuasion, decision, implementation, and confirmation. These are the elements that are related to the need for information by the users of the innovation in order to move from one stage to the next, with the creation of awareness and the provision of information being considered as very important elements for the adoption of innovation (Rogers 2003). The theory identifies the factors which facilitate or hinder the adoption of technology to assess the rate of diffusion of a technology.

Although Rogers' (2003) model has been used widely to explain the adoption of innovation, it fails to deal with other organisational and environmental factors (Cheung & Lee 2012). Whilst Rogers' (2003) model contains communication channels, these can be extended to the relationships between trading partners, but it falls short in capturing the dynamics of inter-organizational relationships (IOR) between trading partners (Arash & Jeffrey 2010). For example, the influence of power between the two engaging parties is not captured, although some consider this to be a major factor in the adoption of e-commerce (Arash & Jeffrey 2010).

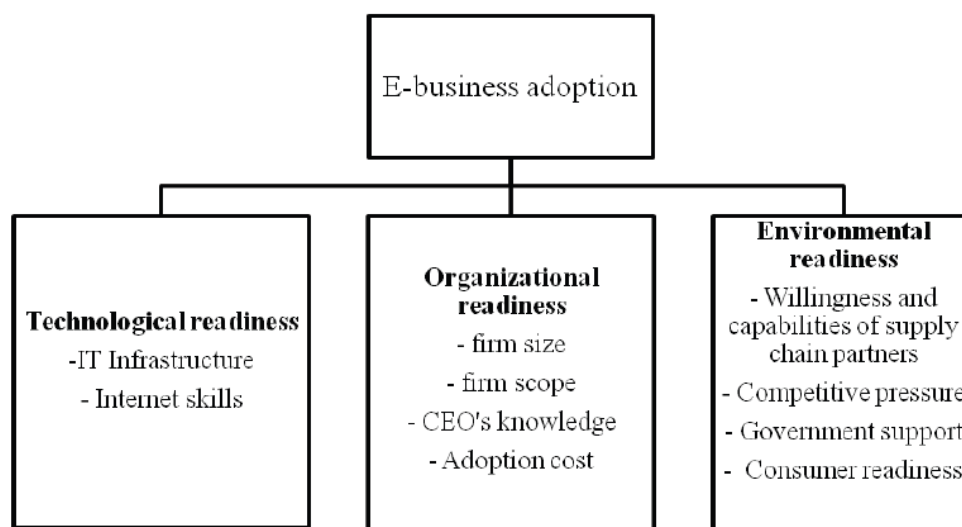
In a critique of Rogers' (2003) model, Lundbla (2003) provided details on the importance of inter-organisational and system-related factors and how their exclusion may limit the applicability of the model.

It has also been argued that DOI theory neglects the importance of the nature of different industries and the market as factors in technology adoption (Arash & Jeffrey 2010). These researchers believe that in order to form an integrated theoretical framework for future research on the adoption of organisational e-commerce, additional theory needs to be included. Recent research (Parker & Castleman 2009) noted that DOI has limitations because it does not provide a lens for examining the nature of relationships between organisational and individual decision-making, and the complex social contexts (including change agents) in which firms make decisions. Considering that e-commerce is a complex organisational technology, the classical assimilation variables by themselves are unlikely to be strong predictors of adoption; thus, additional factors should be added for better outcomes (Perez *et. al* 2004). Technological change in business systems lead to innovation in a firm's business model. This is supported by the TOE model developed by Tornatzky and Fleischer (1990), which is explained below.

#### **2.1.5.2 Theory of Technology-Organization-Environment model (TOE)**

An analytical technique known as the TOE model was developed by Tornatzky and Fleischer (1990). It measures three groups of organisational factors in the adoption of a firm's technological innovation. The technological context describes both the internal and external technologies which are relevant to the organisation, and incorporates extant as well as emerging systems and takes account of the various influences on the firm (Chau & Tam 1997). The organisational context describes the characteristics of an organisation that encourage or discourage the adoption of technological innovation. Examples of these characteristics include owner's IT knowledge, cost of ICT adoption, firm size, organizational structure, executive support, human resource competencies, and available resources. The external environment includes the firm's industry, competitive pressure, governmental support, and access to external resources. This is consistent with Porter's (1985/1998) arguments that a firm's strategic decisions depend, in part, on industry structures and members, although the framework differs from DOI theory in its inclusion of environmental factors. Baker (2012) postulated that the TOE framework would remain relevant and continue to direct research on the adoption of innovation. On the other hand many researchers agreed that technology, organization and environment (TOE) model provide an excellent theoretical foundation for exploring information system adoption behaviour within retail businesses. For example,

Mehrtens *et al.* (2001) adopt TOE framework for investigating the adoption of internet in seven retail enterprises. Lertwongsatien and Wongpinunwatana (2003) show the suitability of the TOE model for studying the e-commerce adoption study in Thailand small businesses. Ramdani *et al.* (2009) also adopts the TOE framework for predicting the potential enterprise systems adopters in retail businesses in china. Drawing upon the empirical evidence detailed above, the TOE model is an appropriate theoretical foundation for investigating e-marketing adoption in retail businesses. The main contribution of this model is that it encourages the researcher to take into account the broader context in which the adoption takes place (Ramdani *et al.* 2009).



**Figure 3: Technology-Organisation-Environment models (Tornatzky and Fleischer 1990, P. 154)**

### 2.1.6 Factors Affecting E-marketing Adoption

The adoption factors for e-marketing can be considered as those factors that either facilitate or prevent the adoption of E-Marketing. The factors would be looked at in a three-dimensional framework. According to Tornatzky and Fleischer (1990), an organization adopts and uses ICT innovation because of three main factors that are the Technological factors (IT infrastructure, employee’s technical IT skills), the Organizational factors (firm size, firm scope, owners or managers IT knowledge, and the adoption cost) and the Environmental factor (existing and potential competitors, its partners, and its existing and potential customers).

#### 2.1.6.1 Information Technology (IT) Infrastructure

Lack of IT infrastructure is a major barrier to use of technology and people are still stick to old traditional methods of doing business. That means they are not benefiting from innovation



and advancement in technology that has diversified and simplified ways of doing business including use of internet to buy and purchase goods globally regard less of where one may be. Telecommunication infrastructures are required to connect various regions within a county and across countries Molla, A. & Licker, P (2003). E-commerce relies on efficient logistic infrastructures within a country. Its growth further requires the establishment of reliable and secure payment infrastructures to avoid frauds and other illegal actions (Boerhanoeddin 2000). Government, political wills, economic and geographical conditions of the county contribute to fast development of infrastructure required for e-commerce. People involved in the business are consumer to consumer, individuals buying from individuals, Business to Consumer business buying from individuals or Consumer to Business, Individuals selling to business, Business to Business (Habibi.F *et al.* 2015). The research conducted by Adediran Y.A. (2005) shows that, there are societies; individuals who would have benefited from the use of technology to market and to sell their products over the internet but lack of infrastructure makes this impossible. According to Adediran Y.A. (2005) Lack of infrastructure affects businesses in various areas, such as the study on book publishing industry established that most of their clients such as booksellers, libraries and even learning institutions (secondary and primary schools) are not connected to internet because of lack of infrastructure. This study established further that in the area there are no good access roads, electricity installations in schools, business premises, computers, and internet connections, cyber cafes where people can browse or check emails and, in some parts, there are no mobile phone boosters for reliable mobile phone network signals. One would think that it is the high poverty level that most people denies a chance to use e- marketing in various business activities but the research indicated infrastructure as the major barrier to e-marketing development and adoption. Infrastructure such as poor roads for transport, fiber cable networks, power supply, credit or debit cards, computing equipment such as computer hardware and physical goods delivery challenges are major contributors to e-marketing development barriers in the developing countries (Adisa, 2012). The cause for these is lack of linking ICT cables, poor network signals, no ISP network boosters and no power supply in most places.

#### **2.1.6.2 Owners or managers IT knowledge**

According to Harrison *et al.* (1997), owners or managers characteristics are significant e-business adoption drivers. Lack of understanding about information technology (IT) is a frequently cited reason for failure of small businesses to consider computer opportunities since decades ago (DeLone, 1988). Thong and Yap (1995) noticed that many small businesses

rejected the notion of information technology in their business as they had no idea of the benefits that IT could potentially offer. This is due to lack of basic knowledge and awareness of IT among owner-manager.

The owners or managers perception of new innovation plays an important role in the adoption of e-marketing. Owner's innovativeness and favourable attitude of new technology affects in a positive way the adoption of IT (Damanpour, 1991). According to Rogers (1983), the creation of attitude towards an innovation happens before a decision to adopt has been made. Top management's favourable attitude assists all stages of e-marketing adoption. In the initiation stage, managers' help developing awareness among the organizational members, in the adoption-decision stage they are responsible for allocating necessary resources and in the implementation stage they can create an environment for smooth integration into the organizational settings. Mehrtens *et al.* (2001) found a direct link between owner's positive attitude towards adoption of e-marketing and success of adoption process. Every adoption process is associated with uncertainty; however, an owner or a manager with more positive attitude challenges these risks and continues to maintain their enthusiasm by committing increasing amounts of resources. According to Hameed and Counsell (2012), IT knowledge of owner-manager is important to realize the benefits of an innovation adoption. Some knowledge of IT possessed by the owner-manager also can add value to the organization in order to select the software with the information that they require from the vendor. They also indicate that the lack of expertise to select and adopt the software was one of the reasons why the adoption has not succeeded.

The significant relationship between the owner-manager IT knowledge and the adoption of innovation technology has been revealed by many studies. Study by DeLone (1988) suggested that in firms where the managers or owner is familiar with computers and is involved in computerization, the computer operations are more successful. Thong and Yap (1995) found that small businesses are more likely to adopt IT when the owner-manager possessed greater IT knowledge. They also state that understanding of IT and innovation skills contribute substantially to the likelihood of IT adoption. They also stressed that one of the barriers preventing acceptance of IT by retail enterprises is connected to a missing information strategy and an insufficient knowledge of IT on the part of the owner or manager of the organization. And recently, Thong and Yap (1995) suggested the knowledge of the information technology possessed by owner-manager has an effect on the adoption of IT and has a positive influence on the degree of use of innovation technology.

### **2.1.6.3 Adoption Cost**

Finance is perhaps the most important issue affecting the decision to adopt e-marketing among the most of retail enterprises in a developing country. Finance relates to resources firms can invest 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). As Thong (1999) studied the determinants of information systems adoption in small businesses from a questionnaire survey among 166 small companies, he found that adoption cost is a significant adoption inhibitor. The highest the IS adoption cost the lowest the company's willingness to adopt e-business. According to Jeon *et al.* (2006), the adoption cost apart from the adoption decision itself, affects the extent of IS adoption. In the present study the cost of e-marketing adoption is consisted of two sub-factors; the degree of cost burden to adopt e-marketing by the firm, and the cost of maintaining e-business. Peilidou *et al.* (2008) also indicates the factors that withhold developing countries from conducting e-business. The primary reason is the high cost of maintaining information systems and staff education on new technologies. This aspect is closely related to the bad relationship usually seen between staff and top management. Another negative factor is the fact that managers usually do not perceive the benefits of such a business transformation. Another aspect that causes fear to the top management is the possibility that the new technology may not fulfil the goals of the enterprise in the near future, which means an extra cost which is of course not seen positively by the management. The low level of technological skills of the enterprise staff, alongside with the lack of automated business processes, make the transition to a higher level of technological complexity difficult and costly for enterprises that wish (Peilidou 2008).

### **2.1.6.4 Competitive Pressure**

Several authors have reported that competitive pressure from suppliers and customers can have a significant influence on e-marketing adoption. It has long been empirically recognized that competition can put pressure on organizations to adopt an innovation (Thong, 1999). In highly competitive markets, IT innovation adoption is necessary to maintain and achieve competitive advantage (Yoon, 2009). Non-adoption of an IT innovation that is adopted by others in such an environment may result in competitive disadvantage. Porter and Millar (1985) argue that IT adoption can enable an organization to achieve competitive advantage in either cost or differentiation. In other words, by adopting IT, an organization can lower its costs and differentiate itself from competitors. In addition, competition is an important factor driving

firms to adopt a new technology in order to avoid competitive decline which many studies refer as competitive pressure (Zailani *et al.*, 2009). Ghobakhloo *et al.* (2011) defined competitive pressure as the extent to which firms perceive themselves threatened by their counterparts within their industry or substitute sector.

Many researchers who applied Institutional Theory (Alatawiet *et al.* 2012; Yoon, 2009) believed that when firms face pressures from their external environments, they are likely to adopt innovations that others in their environment have already adopted. In other words, firms are likely to adopt a technology when they perceive that the number of their competitors that have already adopted the technology increases (Yoon, 2009). They also intend to adopt the technology if they perceive that competitors that have adopted the technology have benefited or succeeded from using it. Because their competitors have already adopted the technology, firms will then intend to do the same in order to achieve organizational legitimacy. Organizational legitimacy is referred to the acceptance of an organization within its external environment (Yoon, 2009). Those who choose not to follow the trend, risk themselves from being left behind and may be at a disadvantaged position as opposed to their competitors (Ghobakhloo *et al.* 2011).

It is reasonable therefore to assume that the more a company feels a pressure in its operating environment, the more likely it will adopt e-marketing as best practice. In some instances, these pressures force companies to look for best practices in the future (Yoon, 2009). For that reason, competitive pressure is generally perceived to have a positive influence on the adoption of innovation technology and is one of the widely mentioned reasons for organizations to adopt e-marketing.

#### **2.1.6.5 Governmental Support:**

The other pressing and practical reasons for retail businesses to adopt e-marketing might also come from government influence. Government influence refers to the commitment and assistance provided by the authority to encourage the spread of IT/IS innovation in its context (Kuan&Chau, 2001)). Government influence can also refer as government support in many studies. According to Yang *et al.* (2011), Government has a great influence over any kind of companies; he suggested that the formulation of related regulations can become limitations or entry barriers for companies' investments, or subsidies that can motivate the companies to adopt information technologies or to develop new techniques. However, governments around the world are eager to see small businesses to adopt technological innovations. Governments

from various countries also understand how important IT is to their nation's growth (Chong *et al.* 2009). As such, many researchers agreed that government play an indispensable role in firms' adoption of technological innovation.

The development of digital technology and the emergence of new products and services require formulation of a new policy and regulatory framework. These policies include direct research and development (R&D) funding, agency level research policy, investment tax credits, industry policy and R&D tax credits (Ramdani, *et al.*2009). This is because without parallel development of laws, policies and strategic directions by government can result in abuses and discourages the adoption and use of technological innovation (Ramdani, *et al.*2009). Sharing this view, many studies suggested government through regulations can encourage the adoption of innovation in organizations. Thatcher *et al.* (2006) pointed out that the existence or non-existence of government policies and incentives are influential in encouraging or discouraging companies to adopt technology. Government through setting up infrastructure and enacting rules and regulations can create environment for retail businesses for technological intake. Thatcher *et al.* (2006) suggested government involvement through policies and support can influence the decision to adopt new systems to a large extent.

Besides regulatory framework, many researchers agreed government support in terms of providing incentives would facilitate innovation adoption and usage. In Looi's (2005) study, government initiatives like the e-government programme, entrepreneurship development programme and the information support programme were found to be the dominating factors for internet growth and IT adoption. More recently, Hameed and Counsell (2012) mentioned that by providing training, guideline, financial assistance, technical support, independent advice and other incentives government can encourage adoption of IT in organizations. Yang *et al.* (2012) when discussed the role of government in influencing adoption of IT suggested the subsidies that the government offers will encourage the companies to accelerate the pace of their introduction of new IT so that they can improve the condition of their operations and, in turn, influence the performance of the IT implemented by the companies. This is to say that government can stimulate the introduction of new IT in the companies through the institution of certain regulations or the provision of related assistances.

Many studies also suggest the important of government role as one of the external related factors that is very important to break through the barriers of ICT adoption. Study by Lee & Kim (2004) on driving factors and barriers of e-business in Korea found that the government

related factors are very important in the reduction of the main barriers and the creation of the atmosphere of ICT adoption in small businesses sector especially related to the cost issues. Lee and Kim (2004) stressed that the cost issue seems to be difficult to solve by retail businesses because of the inferiority of the small business's environment. Their study also revealed the type of government support that retail businesses wished in their study are mostly related to the reduction of cost burden such as financial support of development of ICT service platform, funds for training and tax cuts. Lee and Kim (2004) suggested that the main role of government is to open the way for using IT without the burden cost and to create the atmosphere of IT usage through systematic support to let the retail enterprises realize benefits of IT and to give more motivation in all possible areas. It is clear therefore, government involvement plays an important role in promoting technological innovations, facilitate the adoption and break through the barriers of innovation adoption in organizations (Tan *et al.* 2009). Several researchers in recent years have studied the role of government in the adoption of innovation technology and it is generally agreed that the government support has a positive relationship on adoption of innovation technology.

## **2.2 Empirical Review of the Study**

There are enormous empirical studies in other countries about the factors that affect e-business adoption in general and e-marketing adoption in particular. These studies showed different empirical results in different developing countries.

The empirical work done by MacGregor and Vrazalic (2008) was to identify the factors that affect the adoption of e-marketing by using quantitative research approach. The variables included in this study were owners or managers IT knowledge, IT infrastructure, adoption cost and e-commerce relative advantages. The findings showed that organizational factors (owners or managers IT knowledge, adoption cost) are more important than technological factor (IT infrastructure) in affecting e-marketing adoption. The recommendation of this finding was company owners should support their efforts for growth and profit maximization along with e-marketing adoption. On the other hand, managers and business owners should focus on their company's technological readiness in order to create a compatible business structure ready to accept innovative information technology system.

In Ethiopia Kumlachew (2015) conducted a study to identify the factors that affect technology adoption among Ethiopian manufacturing firms, using both quantitative and qualitative methods by distributing questionnaires to owners or managers of manufacturing firms, by

taking up organizational factors(Firm age, size, certification and ownership HR practice Top management commitment Financial resource) and environmental factors(Customers Competitors Supplier Government support Environment sustainability ) as variables of the study. The finding reveals Government support had been found significant for firm's technology adoption decision. This noted that firms were ready to adopt the best practices in technology as long as they had adequate resources. However top-level management support and involvement found slightly influential factor to influence firm's investment in new technology. To adopt and implement new technology, resistant to change, lack of budget, lack of skilled worker and lack of technical supporting services were very influential barriers in adoption of new technology. His recommendation was, Small size firms need to be nurtured through proper fiscal incentives for technology adoption including tax credits for research and development activities. The government regulation should be reviewed and strengthened for environmental protection, which may owe a favour for firm's new manufacturing technology adoption and implementation. Similarly, Essays (2010) conducted a study on factors affecting e-marketing practice in Ethiopian Airline perspective, using both quantitative and qualitative methods using IT infrastructure as one of the variables. His finding reveals that IT infrastructure was one of the main factors which significantly affects e-marketing practice

Jeon *et al.* (2006) tried to identify the key factors which may influence the adoption of e-business using "chief executive officer's (CEO) or managers characteristics, e-business characteristics, environmental characteristics and organisational characteristics as variables of the study. To the first group of factors, the CEO's contact with the technology world, as well as his/her attitude towards innovation were included. The complexity/compatibility issue, the financial issue and the e-business advantages issue were recognised as the e-businesses group of factors. The most important organisational factors recognised were, employees contact with the new technologies. The factors identified for the environmental set were inter industrial competition and the government support. The results of this survey showed that the level of technological knowledges of owners or managers, combined with the competitive advantage e-business could bring to an enterprise and the proper governmental support were the key factors that lead to a successful e-marketing adoption. The recommendation of this study was that managers or owners should be open-minded and highly expertise technologically in order to adopt e-marketing techniques. Another basic part is the government should also fund training programs, informs about the benefits of the e-business and generally should try to keep the road to e-marketing as safe as possible.

The purpose of the study conducted by Ghobakhloo *et al.* (2011) on retail businesses was to investigate basic factors those affect e-marketing. Owners or managers innovativeness, information intensity, buyer/supplier pressure, support from technology vendors, and competition were used as variables of this study. The finding of this study showed that owners or managers innovativeness, buyer/supplier pressure, support from technology vendors, and competition were critical factors for e-marketing adoption. The recommendation of this study reveals that owners or managers should have a good IT or innovativeness skill or attitude, on the other hand government must also support firms for better adoption of the technology.

Lin & Lin (2008) tried to asses factors influencing e-business diffusion among retail firms. IT infrastructure, IS experts, trading partner readiness, competitive pressure, were the variables for their study. The finding of the study reveals e-business diffusion integration on internal or external success is based on IT infrastructure, IS experts and competitive pressure trading. However, trading partner readiness did not have an influence on e-marketing adoption.

Wilson, Daniel, and Davies (2008) was tried to examine factors affecting e-marketing adoption through questionnaire-based survey. Using quantitative approach, they distributing questionnaires to 678 retail enterprises, the study found that factors such as top management support, management understanding, and presence of IT skills were the basic factors that affect e-marketing adoption among retail enterprises. They recommended that top management or government should provide incentives to facilitate innovation adoption and usage. On the other hand, the owners or managers should be familiar with computers and should involve in computerization, to be the adoption more successful.

In Malaysia, Jain (2011) conducted a study to determine the factors that affect e-commerce among small firms, by taking a total population (N=200), 200 questionnaires were distributed taking up relative advantage, organisational capabilities, executive support, and the country's IT infrastructure as variables of the study. Their finding reveals of these, management decisions to change the business model were the main determinant for embarking on a new technology. Lack of IT infrastructures is significantly affected e- marketing adoption and implementation. Their recommendations were, owners or managers should not resist adoption information technology in their business activities. They also recommend that governmental support is also the main vehicle for a good IT infrastructure.

The study conducted by Iddris (2012) in Ghana on different industries identified barriers to e-marketing adoption: IT infrastructure and adoption cost were variables of the study through



quantitative approach. The study found that lack of telecommunications infrastructure and competencies and high costs of e-marketing are the significant barriers to e-marketing adoption. He recommends that a good IT infrastructure should be available for e-marketing to be easily adopted among different industries.

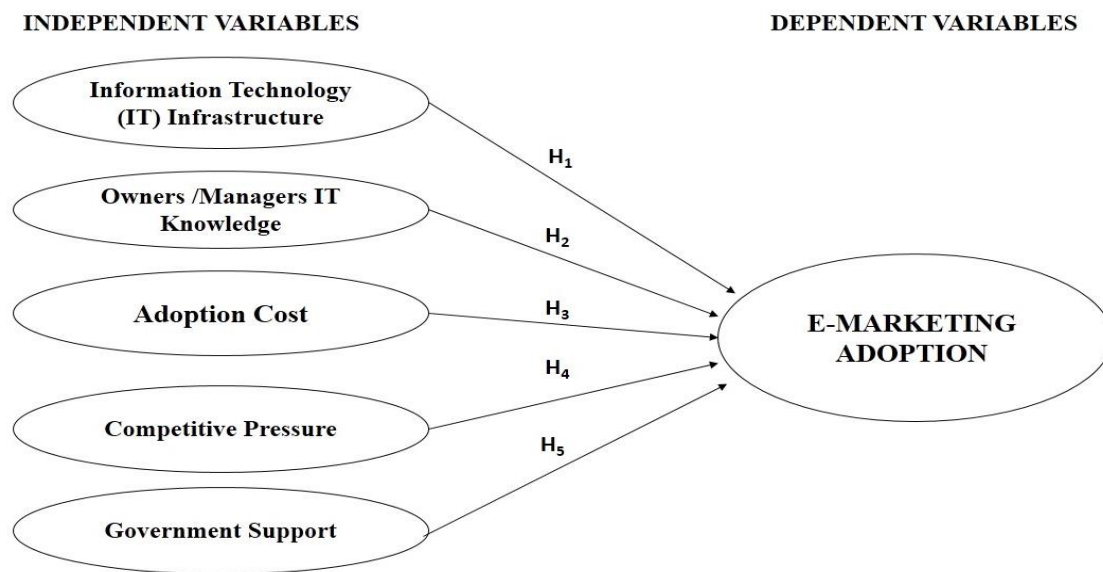
Another study was by Abou-Shouk & Lim *et al.* (2013) on factor affecting e-marketing adoption among adopter and non-adopter in Egypt. The Findings of the study shows that resources limitation, a funding problem, lack of governmental or top management support and the lack of public infrastructure readiness were the common barriers for e-marketing adoption and they recommend that governmental support is mandatory for e-marketing to be successfully adopted. On the other hand, they tried to identify the relationship between e-marketing adoption and the business strategy. IT infrastructure was used as variable of this study, the result of this study indicates that the lack of telecommunication infrastructure was the main obstacle for e-marketing adoption at organisation level in retail industry.

Finally, a study conducted on e-marketing adoption among 3125 small firms in Portugal by Oliveira and Martin (2011) on factors influencing e-marketing adoption in small firms reveal that the influence pattern of technology, organization and environmental factors vary with the phase of the adoption. They also noted that Competitive pressure emerged as the most important factor in adoption of electronic marketing, followed by IT knowledge and government support.

## **2.3 Conceptual Framework and Hypothesis**

### **2.3.1 Conceptual Framework of the Study**

Based on the theoretical and empirical evidences, the conceptual frame work was developed based on the variables from TOE model, as for each context, various factors have been identified from the literature but only those that are considered relevant for this study on Ethiopian context of e-marketing adoption factors were included in the framework. The conceptual framework that shows the variables of e-marketing adoption factors was illustrated in Fig 4 below.



**Figure 4: Modified conceptual framework adopted from TOE model of (Tornatzky and Fleischer 1990) by the student researcher**

### 2.3.2 Research Hypothesis

Based on the literature review and the hypothesized connections presented in the conceptual framework the following empirically supported hypotheses were formulated.

Kuan and Chau (2001) proved that the level of IT infrastructure within a company is a very significant factor in the e-marketing adoption decision. On the other hand according to Molla (2003), lack of IT infrastructure is a major barrier to use of technology so that a good IT infrastructure should be available for e-marketing to be easily adopted among different industries. Therefore, the first hypothesis in this model connects the company's IT infrastructure and e-marketing adoption. Based on these, it is safe to hypothesize that:

H1: Firms with greater IT infrastructure are more likely to adopt e-marketing

According to Harrison *et al.* (1997) owners/managers IT knowledge are significant e-marketing adoption drivers. Thong and Yap (1995) further stated that retail businesses are more likely to adopt e-marketing when the owner-manager possessed greater IT knowledge. Based on the above explanation the student researcher hypothesized as follows:

H2: Organizations with greater IT knowledge owners or managers are more likely to adopt e-marketing.

Thong (1999) studied the determinants of information systems adoption in small businesses. From a questionnaire survey among 166 small companies, he found that adoption cost is a significant adoption inhibitor. The highest the IS adoption cost the lowest the company's willingness to adopt e-marketing. According to Jeon *et al.* (2006), the adoption cost apart from the adoption decision itself, affects the extent of IS adoption. Based on above explanation, the hypothesis concerning adoption cost was drawn as follows:

H3: The cost of e-marketing adoption is negatively related with e-marketing adoption.

A highly competitive environment urges companies to adopt methods and procedures to become more efficient and profitable (Jeon *et al.* 2006). When firms face pressures from their external environments, they are likely to adopt innovations that others in their environment have already adopted. In other words, firms are more likely to adopt a technology when they perceive that the number of their competitors that have already adopted the technology increases (Yoon, 2009). Based on above explanation, the fourth hypothesis was that:

H4: Firms with a high competitive pressure environment is more likely to adopt e-marketing.

According to Jeon *et al.* (2006), another determinant factor that motivates companies to adopt e-marketing is the financial support and the motivations provided by the government to the companies, the study considers that especially in small businesses, governmental support plays the most crucial role in the e-marketing adoption decision. These researchers also agreed that governmental support has a positive relationship on adoption of innovation technology. Based on above explanation, the fifth hypothesis was that:

H5: Governmental support is positively related with e-marketing adoption

# **CHAPTER THREE**

## **RESEARCH METHODOLOGY**

### **Introduction**

This chapter outlines the research methodology used to collect the data to test the five hypotheses of this study. It includes about research approach, research design, data source, population of the study, sampling technique, sample size determination, measurement of constructs, validity and reliability of the instrument, methods of data analysis and ethical considerations.

### **3.1 Research Approach**

According to Cooper et.al (2003) quantitative research approach helps to determine the relationship between independent variables and a dependent variable in a population. It's also used to explain causal relationships to facilitate generalization and to predict the future. On the other hand, according to (Carl McDaniel, 2010) a quantitative research also helps to increase the degree of reliability and statistical analysis of the data. Since the aim of this study was to examine the factors affecting the adoption of e-marketing and hypothesis have to be tested, a quantitative research approach was employed to determine or explain the causal relationship between the independent variables and dependent variable.

The motivation for using the quantitative research approach was followed by two main reasons. First, it is obvious that the objective of quantitative research is to develop and employ mathematical models, theories and hypotheses pertaining to natural phenomena. It usually starts with a theory or a general statement proposing a general relationship between variables. Second, quantitative research favours methods such as surveys and experiments and will attempt to test hypotheses.

### **3.2 Research Design**

To address the five research questions, this study followed an explanatory research design. According to (Carl McDaniel, 2010), explanatory research investigates whether the value of one variable cause or determines the value of another variable, in an attempt to establish linkage between them and generally measures the level of impact of the independent variables on the

dependent variable. Since this study was tried to analyse if and how much the independent variables affect the dependent variable, explanatory approach was preferred

### **3.3 Sampling Design**

#### **3.3.1 Population of the Study**

Population refers to the entire group of people, events, or things of interest that the researcher wishes to investigate (Sekaran, 2006)

#### **3.3.2 Target Population**

All supermarkets located in Addis Ababa constitute the target population for this study. The studies of populations were all the owners or managers of supermarkets in Addis Ababa. This is because the use of electronic marketing is basically the decision of the general manager or owner. Therefore, target populations of this research were all 310 supermarkets that are found in all sub cities of Addis Ababa.

#### **3.3.3 Sampling frame**

To establish the sample frame, a list of supermarkets was obtained from ministry of trade and industry of the ten sub cities, from Akaki Kality sub city, Kolfe, Gulele, Lideta, Nefas Silik ,Arada, Yeka, Addis, Bole and Kirkos sub city.

#### **3.3.4 Sample Size**

Sample size determination is an important element in any survey research. According to Israel (2009), there are four strategies to determine sample size – using a census for small population, using the sample size of similar studies, using published tables or using formulas to calculate a sample size. Accordingly, this study employed a formula to calculate the sample size. According to Ethiopian Trade and Industry minister (2018/2019) the total numbers of owners of supermarkets in Addis Ababa who were legally registered are three hundred ten (310),and the data was annexed (appendix C).Since the population of this study was finite, this research used the formula for estimating the sample size provided by Taro Yamane (1969) which was cited in Obasi and Ekwueme (2011). The sample size was calculated as follows

$$n = \frac{N}{1 + N(e)^2}$$

Where n is the sample size,  
 N is the population size, and  
 e is the level of precision

$$n \text{ (sample size)} = \frac{1+N(e)^2}{1+\frac{N-1}{n_0}} \quad \text{sample size will be} \quad \frac{310}{1+310(0.05)^2} = 175$$

Accordingly, by substituting the numbers of supermarket in the above formula the sample size (n) computed was 175. However, according to Cochran (1963), if the total population is small, then the sample size can be smaller. He also stated that with finite populations, correction for proportions is necessary. If the population is small then the sample size can be reduced slightly. This is because a given sample size provides proportionately more information for a small population than for a large population. Based on the above statistical reasons and by taking in to consideration the study of population the student researcher reduced the sample size from 175 to 112 using corrected formulae below.

$$n = \frac{n_0}{1 + \frac{(n_0 - 1)}{N}}$$

So,  $n = 175 / 1 + (175 - 1 / 310) = 112$

Where, n = sample size

N = target population size

n<sub>0</sub> = calculated sample size for finite population

For the survey area, sample sizes of 112 were identified for collecting reliable and valid primary sources of data through questionnaire from the respondents. According to Cochran (1963), if the population is heterogeneous, the larger the sample size is required to obtain a given level of precision. But if the population of a study is more of homogeneous, smaller sample size is required. So, since the population of this study is more of homogeneous, a total of 112

questionnaires were distributed to the respondents randomly as per their convenience for the student researcher. But the sample was chosen using stratified method as shown in the table below

**Table 1: Proportional sampling determination for distributed questionnaire**

List of sub –cities	Number of supermarkets (A)	Adjusted sample size(B)	Proportional Sample size(A*B)/N
Kirkos	92	112	33
Nifas silk	77	112	28
Bole	39	112	14
Addis ketema	14	112	5
Kolfe	18	112	7
Akaki	12	112	4
Lideta	23	112	8
Yeka	15	112	6
Gulele	11	112	4
Arada	9	112	3
Total	310(N)		112

Source: Ethiopian Trade and Industry Minister internal document (2018/2019)

### 3.3.5 Sampling Techniques

This study was employed judgmental sampling (the student researcher has adopted Non-probability sampling technique) to select one hundred twelve (112) owners or managers of supermarkets in Addis Ababa city based on their ease of access for data collection to the student researcher. Judgmental sampling was used to select the three sub cities that are considered for the study. Accordingly, those sub cities which has the highest number of supermarkets were first considered and selected. There by Kirkos (has total of 92 supermarkets), Nifassilk (has total of 77 supermarkets), Bole sub city (39 supermarkets) were selected for further investigation. These three sub- cities account 67% of the total supermarkets found in Addis Ababa. As per the student researcher personal observation, there is no critical difference between supermarkets which are found in Addis Ababa on e-marketing adoption level of activities. So that, supermarkets selected for this survey include supermarkets specifically that were located around Mexico, Nifass silk and Bole sub city. The logic behind for choosing this

area was that, there were 208(67%) supermarkets among the total of 310 in these three sub cities. In addition, these areas are the most preferable business areas for this study because of its availability of different types of supermarkets and are easy of accessibility for the student researcher in Addis Ababa. Then for purposes of administering questionnaires, the researcher specifically selected sufficient number of sample supermarkets from these sub cities. To do this the researcher went to the above sub cities trading centres and distributed the questionnaires in person to the owner or manager of supermarkets who are available (manager or owner) and meet at the time when the researcher went to their business area during work hour. So, the sampling was based on their availability and questionnaires were distributed until the required number of samples was reached for those who were willing to complete the questionnaire

### **3.4 Data Sources and types**

For proper achievement of the objectives of this study, the source of data used in this research was comprised of both primary and secondary data. Primary data was collected through questionnaires and the questionnaires are prepared in the way that is relevant to the situation so as to decrease invalid responses. The questionnaires had two sections: the first section addressed the general information about the organization and the second was about the factors affecting e-marketing adoption. The questions were prepared based on the variables namely IT infrastructure, owners or managers IT knowledge, adoption cost, competitive pressure and government support. For this particular research secondary data was collected from already existing literatures, textbooks, marketing journals, company publication, and governmental agencies.

### **3.5 Method of Data Collection**

There are two types of data collection methods – primary and secondary. Primary data collection methods include observation, experimentation, Surveys and interviews; on the other hand, Secondary data is data collected by someone else and are available in the from books, libraries and the web (Adams *et al.* 2007).

This study employed a survey design to gather information from respondents because it was helpful to collect large amount of information in short period of time. Moreover, this method is relatively cost effective and can be carried out by the researcher or by any number of people with limited affect to its validity and reliability, primary data was collected through



questionnaires and the questionnaires were prepared based on the dependent and independent variables of this study. As indicated under table 3.2 the questionnaire items were adopted from the work of various researchers and modified to make them fit to the context of this study.

As shown in Appendix A the questioner has two sections: The first section was addressed the general information about the organization and the second was about the factors affecting e-marketing adoption. Five-point Likert scale was used for the statement of the second section of the questionnaire ranging from "from not at all" to "a very great extent". The questions were prepared based on the variables namely IT infrastructure, owners or managers IT knowledge, adoption cost, competitive pressure and government support. The primary data was collected, by making use of stratified method (Table 3.1)

**Table 2: Source of questionnaire Items**

Variables	Number of Items	Source of Questionnaire Items
Information technology (IT) infrastructure	4	Kuan and Chau (2000), Kuan and Chau (2001)
Owners or managers IT knowledge (OK)	9	Zhu <i>et al.</i> (2003, Jeon <i>et al.</i> (2006)
Adoption cost (AC)	5	Thong (1999),
Competitive pressure (CP)	5	Jeon <i>et al.</i> (2006)
Governmental support (GS)	5	Jeon <i>et al.</i> (2006)
E-marketing adoption	4	Kuan, K.K.Y. and Chau, P.Y.K. (2001)

### 3.6 Method of Data Analysis and Presentation

Analysis of data in this research was conducted by using descriptive statistical tools like: frequency, percentage, mean and standard deviation, and inferential statistical tools such as: correlation and regression by applying statistical package for social science (SPSS). Correlation analysis was conducted to test the proposed hypothesis whether there is a positive significant relationship between the independent variables and dependent variable. The regression analysis was conducted to determine by how much percent the independent variables explain the dependent variable. Descriptive method of analysis was used to describe the demographic characteristics of the respondents and the firm; the limitation with this analytical procedure is that descriptive statistics do not show the relationship among the variables and the influence that each variable may have on the response. So that the statistical method of Pearson Product Moment Correlation analysis was employed to determine the existence of any relationship between the independent variables and dependent variable. Correlation studies are attempts to find the extent to which two or more variables are related. Chi-square test was also used to check if there is an association between demographic factors and e-marketing adoption as the literature suggest

Multiple regression analysis was conducted to examine the effect of independent variables (IT infrastructure, owners or managers IT knowledge, Adoption cost, Competitive pressure and Government support) on dependent variable (e-marketing adoption).

To make the study more effective at describing, understanding and predicting the stated variables, the assumptions to be tested to run the model was formulated as follows:

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + e$$

Where: Y: E-marketing adoption (the DV)

X1: IT infrastructure

X2: owners or managers IT knowledge

X3: Adoption cost

X4: Competitive pressure

X5: Government support

X= are explanatory variables (IVs)

$\beta_0$  = the intercept term- constant which would be equal to the mean if all slope coefficients are 0.

$\beta_1, \beta_2, \beta_3, \beta_4$  and  $\beta_5$  are the coefficients associated with each independent (on the First, Second, Third, Fourth and the Fifth predictor) variable which measures the change in the mean value of Y, per unit change in their respective independent variables

e= error term

The research findings were presented in the form of tables, figures and texts.

### **3.7 Validity and Reliability of the Instrument**

#### **3.7.1 Pre-testing Procedures**

A pre-test is necessary to assess the reliability and validity of a questionnaire (Du, 2011). In this study, random samples of 20 supermarkets were drawn to check the clarity of the question and run reliability analysis. The Respondents were asked to make comments and corrections were made on grammatical and clarity problems of the questionnaire

#### **3.7.2 Validity**

Validity refers to whether an instrument or data collection method actually measures what it is supposed to measure, more simply, validity is the accuracy of measurement (Adams *et al.* 2007). Data was collected from the reliable sources; Survey question was made based on literature review and frame of reference to ensure validity. In order to ensure the validity of this study and data collection instrument, the following actions were taken: Questionnaire items were adopted from previous related studies and from different scholars and were widely used in e-marketing adoption research topic plus they also get tested in the work of Jeon and Zhu *et al.* (2006) and their validity was well understood. A pilot survey was conducted on randomly selected 20 supermarkets by making use of the questionnaire developed for this study in order to ensure that the questionnaires were appropriate and statements are generally understandable. To assure the validity of an instrument the questionnaires were also given to some professionals including my Advisor to assure construct validity of the instrument and critique it.

#### **3.7.3 Reliability**

The reliability of a measure indicates the extent to which it is without bias and hence ensures consistent measurement across time and across the various items in the instrument (Sekaran,

2006). One of the most commonly used measurements is called Cronbach's Alpha. In Interpreting Cronbach's alpha, the closer the coefficient gets to 1.0, the better. Coefficients less than 0.60 are considered poor and those in the 0.70 range, acceptable, and those over 0.80 good (Sekaran, 2006, p. 311). Accordingly, as presented on table 3 below, the overall scale reliability of this study was 0.868 and individual items have a value greater than 0.7 which is acceptable according to the standard indicated by Sekaran (2006). Thus, it can be concluded that variables are found high in their internal consistency and thereby in measuring the variables of interest.

**Table 3: Reliability Analyses of Variables**

Measurement scale	Cronbach-Alpha	No. of items
E-marketing adoption	0.861	4
IT infrastructure	0.8595	4
owners/managers IT knowledge	0.867	9
adoption cost	0.866	6
competitive pressure	0.8636	5
governmental support	0.8652	5
<b>Over all scale reliability</b>	<b>0.868</b>	<b>33</b>

Source: Questionnaire survey finding (2019)

### **3.8 Ethical Consideration**

For this research the respondents were briefed about the research topic and they identified the authors of this research. The study considered the voluntary consent of the respondents while collecting data was performed. Moreover, data collected from the respondents was used for academic research purpose and cannot be revealed to the other third party. This study avoided plagiarism practices and respected the previous studies. The complete information about the previous writers was mentioned both in the text and reference list, according to Harvard reference system.

# CHAPTER FOUR

## DATA PRESENTATION, ANALYSIS AND INTERPRETATION

### Introduction

This chapter presents data analysis and discussion of the research findings. The data analysis was made with the help of Statistical Package for Social Science (SPSS v. 20). Descriptive statistics were used to analyse the demographic profile and variables of the study. Multiple linear regressions were also employed to test hypothesis and achieve the study objective that focuses on identifying the factors affecting e-marketing adoption. Pearson correlation coefficient and Cronbach ‘s alpha was used to test goodness and internal consistency of the measure. In order to make the collected data suitable for the analysis, all questionnaires were screened to be complete. Out of the 112 distributed questionnaires, 95.5% (107) response rate has been obtained. This represents 95.5% return rate. During data editing, the collected questionnaires was checked for errors and no incomplete questionnaires were identified and discarded. Therefore, 107 were found to be valid and used for the final analysis.

### 4.1 Descriptive Analysis

#### 4.1.1. Demographic Profile of Respondents

**Table 4: Demographic Profile of Respondents**

Variable	Category	Frequency	Percent
Sex of the respondent	Male	72	67
	Female	35	33
	Total	107	100
Position in the business	Manager only	75	70.1
	Both manager and owner	32	29.9
	Total	107	100
Age of the respondent	Between 22-30 years	49	45.8
	Between 31-40 years	58	54.2

	Total	107	100
Educational level	Masters	1	0.9
	Bachelors	83	77.6
	Diploma	23	21.5
	Total	107	100
Ownership of the business	Domestic owned	94	87.9
	Foreign owned	13	12.1
	Total	107	100
Kind of enterprise	Sole proprietorship	25	23.4
	PLC	82	76.6
	Total	107	100
Number of employees	40-49	47	43.9
	More than 50	60	56.1
	Total	107	100
Experience in the business	Less than 5 years	32	29.9
	Between 6-10 years	75	70.1
	Total	107	100

Source: Questionnaire survey finding (2019)

As observed from the table 4 above the sex composition of the respondents was male 67% while the rest 33% are female respondents. This implies that majority of the supermarkets are owned and managed by men. Concerning the respondent position, majority (70.1%) of the respondents in this study indicated that they were managers only, implying that the business is owned by someone else. Whereas 29.9% of were both managers and owners of the business. The research findings therefore reveal that majority of the respondents were in relevant positions in their organizations and as such could articulate the issues under study. Concerning the respondent age distribution majority (54.2%) of the respondents in this research were aged between 31-40 years of age while 45.8 % were aged between 22-30 years, hence a youthful generation who easily appreciate use of technology. Respondents were further required to indicate their level of education they had attained. 77.6 % of them were holder of bachelor's degree while 21.5% of the respondents were holders of diploma, the rest 0.9% of them are master's holders. This indicates that respondents were educated well enough to understand the questions and thus would give credible information related to the study. On the other hand, to some extent, implies that the barrier to understand technology would be minimized. 87.9 % of

the businesses were domestic owned while the rest 12.1% were owned by foreigners. Respondents were also required to indicate the form of enterprise they engaged in. Majority (76.6%) of the respondents indicated that their businesses were PLC, while 23.4% of them were sole proprietorship; this implies there is a chance for more e-marketing adoption since they compare themselves with other PLC of same industry. Respondents were also further required to indicate the number of employees in their organization. 56.1% of them had more than 50 employees while 43.9% of them had 40-49 numbers of employees. From this we could understand that this sector is a good source of employment opportunity.

For the inquiry regarding years of experience in the business, the number of years in the business was used to indicate how experienced the respondents were in the business, their intention of adoption of e-marketing and the factors influencing them in the adoption of e-marketing. Majority (70.1%) of the respondents indicated that they had been in business for a period of between 6-10 years while 29.1% of the respondents indicate less than 5 years implying that most of the respondents had a reasonable length of working experience with the business to evaluate the factors affecting e-marketing adoption and therefore they were in a position to give credible information relating to this study.

#### 4.1.2 Descriptive analysis of variables

**Table 5: Descriptive statistics for the selected variable**

Descriptive Statistics			
	N	Mean	Std. Deviation
E-marketing adoption	107	3.3294	.82316
IT infrastructure	107	2.6963	.88690
Owners or managers IT knowledge	107	2.3946	.51424
Adoption cost	107	2.4720	.50650
Competitive pressure	107	2.5290	.66800
Governmental support	107	2.4860	.57502
Valid N (listwise)	107		

Source: Questionnaire survey finding (2019)

Respondents were required to indicate their extent of agreement to various aspects on e-marketing adoption based on a Likert Scale of 1 to 5, where 1- Not at all and 5 – To a very great extent. As the table above shows respondents said positive things about their intention

of using e-marketing and score a cumulative mean of 3.3294. This shows respondents have moderate level of intention towards e-marketing adoption. On the other hand, as the descriptive Statistics and variance explained the variables shows respondents have high intention to use e-marketing to a great extent to communicate with customers, suppliers and employees. But their intention to learn and plan to manage their business using e-marketing in their business is skewed towards to a little extent, (see appendix B1).

Respondents were required to indicate their extent of agreement to various aspects on IT infrastructure based on a Likert Scale of 1 to 5, where 1- Not at all and 5 – To a very great extent. A cumulative mean of 2.6963 were registered. The table above clearly indicated that the data collected under IT infrastructure is skewed towards to a little extent. As the descriptive Statistics and variance explained each item of the variable reveals majority of the respondents were not have a good telecommunication infrastructure to support an e-marketing implementation as well as various security technology to protect their data and industrial standards to exchange information with trading partners' delivery network (see detail appendix B1).

Respondents were also required to indicate their level of agreement to various aspects on technical skills and IT knowledge of owners and managers and staff based on a Likert Scale of 1 to 5, where 1- Not at all and 5 – To a very great extent. A cumulative mean of 2.3946 were registered. As the table 5 above clearly indicates, most of the data collected under owners or managers IT knowledge was skewed towards to a little extent. On the other hand as the descriptive Statistics and variance explained each item of the variable reveals majority of the respondents were categorical that they had low level of knowledge on how to use Microsoft office and how to use internet and do not have also a training in Information technology tools and attend workshops to improve their computer skills regularly, this implies there is IT knowledge gap on the side of the owner or managers of the supermarkets (Appendix B1).

Respondents were required to indicate their level of agreement to various aspects on costs of e-marketing adoption based on a Likert Scale of 1 to 5, where 1- Not at all and 5 – To a very great extent. A mean of 2.4720 was registered. The table above clearly indicated that most of the data collected under adoption cost was skewed towards to a little extent. As the mean and standard deviation of each item of the variable reveals, majority of the respondents were categorical that it was very expensive for their businesses to have their own websites to a great extent. Further, they indicated that computer maintenance costs were too high. On the other



hand, there were moderate that buying Computer hardware was affordable for them, while subscription to internet was skewed to a little extent. This implies that the overall intention of respondents to adoption cost was too high (See the detail appendix B1).

Respondents were also required to indicate their level of agreement to various aspects on competitive pressure based on a Likert Scale of 1 to 5, where 1- Not at all and 5 – To a very great extent. A cumulative mean of 2.5290 was registered. As table 5 above clearly reveals most of the data collected under competitive pressure was skewed towards to a little extent. But as the descriptive Statistics and variance explained for competitive pressure shows strategic necessity to use e-marketing to compete in the marketplace skewed to a moderate extent while they have low intention to use e-marketing to win their competitors as a strategic necessity. On the other hand, they don't also believe they lose their market share if they do not adopt e-marketing. This implies that the overall intention of respondents to competitive pressure was low (see the detail appendix B1). Respondents were also further required to indicate their level of agreement to various aspects of governmental support towards e-marketing adoption based on a Likert Scale of 1 to 5, where 1- Not at all and 5 – To a very great extent. Table 5 clearly indicated that most of the data collected under governmental support was skewed towards to a little extent. This indicates that most of the respondents don't have financial support and incentives from the government. On the other hand, it implies that there is no suitable environment for e-marketing adoption. This reveals that the overall intention of respondents to government support was very low. Descriptive Statistics and variance explained for governmental support item of the variable is annexed (see appendix B1).

#### **4.2 Association between E-marketing adoption and selected Demographic Factors**

Chi-Square test was conducted to check if there is any the association between Age, Education level, kind of enterprise and e-marketing adoption. The summary is presented under Table 6 below.

**Table 6: Chi-Square Test between Age, Education level, kind of enterprise and e-marketing adoption**

<b>Comparison</b>	<b>Value</b>	<b>df</b>	<b>mean</b>	<b>Asymp. Sig. (2-sided)</b>

Age and e-marketing adoption	<b>Pearson Chi-Square</b>	53.788 <sup>a</sup>	9		.394
	<b>Likelihood Ratio</b>	57.877	9		.249
	<b>Linear-by-Linear Association</b>	2.468	1		0.117
	<b>N of Valid Cases</b>	107			
Between 22-30 years				3.2532	
Between 31-40 years				3.5345	
Education level and e-marketing adoption	<b>Pearson Chi-Square</b>	64.999 <sup>a</sup>	18		.000
	<b>Likelihood Ratio</b>	68.341	18		.000
	<b>Linear-by-Linear Association</b>	1.067	1		.302
	<b>N of Valid Cases</b>	107			
Masters				3.5	
Bachelors				3.2801	
Diploma				3.5	
Kind of enterprise and e-marketing adoption	<b>Pearson Chi-Square</b>	21.475 <sup>a</sup>	9		.011
	<b>Likelihood Ratio</b>	26.418	9		.002
	<b>Linear-by-Linear Association</b>	10.162	1		.001
	<b>N of Valid Cases</b>	107			
Sole proprietorship				2.87	
Plc				3.4695	

Source: Questionnaire survey finding (2019)

#### 4.2.1 Age and E-marketing adoption

At 95% confidence interval, the significance value (.394) is greater than 0.05. Hence it can be concluded that there is no significant association between age and e-marketing adoption. From

this we can infer that even if age is an important element for e-marketing adoption, it is not a such a compulsory element in this study.

#### 4.2.2 Educational level and E-marketing adoption

At 95% confidence interval, the significance value (.000) is less than 0.01. Hence it can be concluded that there is a significant relationship between education level and e-marketing adoption. As table 6 above reveals a high and medium level of education level have its own contribution towards e-marketing adoption.

#### 4.2.3 Kind of enterprise and e-marketing adoption

At 95% confidence interval, the significance value (.011) is less than 0.05. Hence it can be concluded that there is a significant association between kind of the enterprise and e-marketing adoption. As the table above (Table 6) shows the mean of PLC was 3.4695 which is greater than the mean of sole proprietorship implying that there is more of an association between PLC and e-marketing adoption, this might be due to intense competition between same PLC.

### 4.3 Correlation Analysis

The correlation between independent and dependent variables was analysed using Statistical Package for Social Science (SPSS v.20). Pearson correlation analysis was used to investigate the strength of relationships between the studied variables provide evidence of convergent validity. Pearson correlation coefficients reveal magnitude and direction of relationships (either positive or negative) and the intensity of the relationship (-1.0 to +1.0). Correlations are perhaps the most basic and most useful measure of association between two or more variables (Field, 2005). As per Field, (2005) classification of the correlation efficient (r) is as follows: 0.1 – 0.29 is weak; 0.3 – 0.49 is moderate; and > 0.5 is strong (Field, 2005). Depending on this assumption, all basic constructs were included into the correlation analysis and a bivariate two tailed correlation analysis was done. The below correlation matrix shows the correlation between variables in the questionnaire with a Pearson Correlation coefficient. Table 7 below shows the relationship among the variables considered in the questionnaire

**Table 7: Pearson Correlation Matrix**

		Correlations					
		IT	OK	AC	CP	GS	Adoption
IT	Pearson Correlation	1	.381**	.523**	.725**	.387**	.836**
	Sig. (2-tailed)		.000	.000	.000	.000	.000
	N	107	107	107	107	107	107

OK	Pearson Correlation	.381**	1	.549**	.290**	.583**	.539**
	Sig. (2-tailed)	.000		.000	.002	.000	.000
	N	107	107	107	107	107	107
AC	Pearson Correlation	.523**	.549**	1	.657**	.656**	.577**
	Sig. (2-tailed)	.000	.000		.000	.000	.000
	N	107	107	107	107	107	107
CP	Pearson Correlation	.725**	.290**	.657**	1	.339**	.793**
	Sig. (2-tailed)	.000	.002	.000		.000	.000
	N	107	107	107	107	107	107
GS	Pearson Correlation	.387**	.583**	.656**	.339**	1	.543**
	Sig. (2-tailed)	.000	.000	.000	.000		.000
	N	107	107	107	107	107	107
adoption	Pearson Correlation	.836**	.539**	.577**	.793**	.543**	1
	Sig. (2-tailed)	.000	.000	.000	.000	.000	
	N	107	107	107	107	107	107

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

Source: Questionnaire survey finding (2019)

As the above correlation matrix shows all the five factors measuring e-marketing adoption are positively correlated with e-marketing adoption. The highest strong coefficient of correlation in this study was between IT infrastructure and e-marketing adoption ( $r = 0.836$ , and  $p \leq 0.01$ ). It connotes that there is a highest significant positive relationship between IT infrastructure and e-marketing adoption. The second highest strong coefficient of correlation was between competitive pressure and e-marketing adoption. ( $r = 0.793$  and  $p \leq 0.01$ ). Hence, there is a significant positive relationship between competitive pressure and e-marketing adoption.

Adoption cost, governmental support and owners or managers IT knowledge also lay between +0.539 to +0.577 which are under the higher positive correlation. Generally, the above correlation matrix shows that all variables are positively and or strongly correlates with the dependent variable e-marketing adoption. As the above correlation table 7 reveals, the numbers next to Sig. (2-tailed) shows that all are ( $<.001$ ). The convention implies that if this value is less than 0.05, then the correlation is considered to be significant (meaning that the researcher can be 95% confident that the relationship between variables is not due to chance). The researcher can connote that there is a significant correlation between factors measuring e-marketing adoption and e-marketing adoption.

## 4.4 Assumption Testing for Regression Analysis

Meeting the assumptions of regression analysis is necessary to confirm that the obtained data truly represented the sample and that researcher has obtained the best results (Hair et al., 1998).

### 4.4.1 Normality Assumption

Normality of the data should be tested before running the regression analysis because multiple regressions require that the independent variables in the analysis be normally distributed. This study uses Skewness and kurtosis to show normality of the data as shown in the table 8 below.

**Table 8: Skewness and Kurtosis**

Descriptive Statistics					
	N	Skewness		Kurtosis	
	Statistic	Statistic	Std. Error	Statistic	Std. Error
IT infrastructure	107	.466	.234	-.866	.463
Owners or managers IT knowledge	107	-.231	.234	-1.366	.463
Adoption cost	107	-.552	.234	-1.214	.463
Competitive pressure	107	.553	.234	.096	.463
Governmental support	107	-.626	.234	-.546	.463
E-marketing adoption	107	-.014	.234	-1.041	.463
Valid N (listwise)	107				

Source: Questionnaire survey finding (2019)

All items show close to normal distribution considering the criteria proposed by (Field, 2005) of Skewness and kurtosis values within an absolute value of Skewness less than two. Therefore, as the table 8 above shows, the assumption of normality was found acceptable this reveals the data used in this study was normally distributed. There is another useful graph that the researcher can inspect to see if a distribution is normally distributed is called a P–P plot (probability–probability plot). This graph plots the cumulative probability of a variable against the cumulative probability of a particular distribution (Field, 2005). As the P–P plot and the histogram (Appendix B2) show that the data are nearly normally distributed

#### 4.4.2 Multicollinearity Test

Collinearity (or multi-Collinearity) is the undesirable situation when one independent variable is a linear function of other independent variables (Field, 2005). Multicollinearity was tested in this study using the variance inflation factor (VIF) which quantifies the severity of multicollinearity in regression analysis. The VIF factor should not exceed 10, and should ideally be close to one. Before regression analysis was done variation inflation factor (VIF) was checked to ensure that no interdependence exists. Since the VIF, as indicated in the table below is less than 10 which ranged from 1.706 to 3.027 the researcher can say that there is no interdependence among independent variables. Therefore, regression analysis was appropriate for this particular study as shown in the table 9 below.

**Table 9: Multicollinearity Test**

Model	Collinearity Statistics	
	Tolerance	VIF
IT infrastructure	.434	2.306
Owners or managers IT knowledge	.586	1.706
Adoption cost	.330	3.027
Competitive pressure	.336	2.979
Governmental support	.481	2.078

Source: Questionnaire survey finding (2019)

#### 4.4.3 Homoscedasticity (Equal Variance)

The variability in scores for independent variables should be similar at all values of the dependent variable. The scatter plot should show a fairly even rectangular shape along its length. There should be homoscedasticity before running multiple regression analysis. This means that the residuals (the differences between the values of the observed and predicted dependent variable) are normally distributed, and that the residuals have constant variance

(Field, 2005). Which indicates the assumption of Homoscedasticity was nearly met (see Appendix B2).

### 4.5 Multiple linear Regression Analysis

Linear regression estimates the coefficients of the linear equation, involving one or more independent variables that best predict the value of the dependent variable (Field, 2005). on the other hand, regression analysis was employed to identify which variables made significant contribution in predicting e-marketing adoption. After the study met the regression assumption next the researcher examined factors affecting e-marketing adoption. The researcher tested the five-hypothesis set out to be tested at the beginning based on the regression analysis. The researcher believes that supermarket owners or managers, retail enterprises and other business sectors can use the result of the regression analysis for future decision making via identifying factors affecting e-marketing adoption got the highest effect on e-marketing adoption. This would answer the research question of the effect of each factor (IT infrastructure, owners or managers IT knowledge, adoption cost, competitive pressure and governmental support) on the dependent variable e-marketing adoption. Multiple linear regressions were conducted in order to determine the explanatory power of the independent variables, this was shown in the table below

**Table 10: Regression model summary of e-marketing adoption factors**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.929 <sup>a</sup>	.864	.857	.31132

- a. Predictors: (Constant), IT infrastructure, owners or managers IT knowledge, adoption cost, competitive pressure, governmental support

As table 10 above reveals, the result of regression analysis of the independent variables on the dependent variable e-marketing adoption indicates existence of positive and statistically significant effect on e.-marketing adoption. The model summary table R-Square value is 0.864 which means that 86.4% of e-marketing adoption was explained by the variation of the five factors and the other 12.4% is due to other independent variables not included in the model and the random error.

**Table 11: significance of the model**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	62.036	5	12.407	128.017	.000 <sup>b</sup>
	Residual	9.789	101	.097		
	Total	71.825	106			

a. Dependent Variable: e-marketing adoption

b. Predictors: (Constant), IT infrastructure, Owners or managers IT knowledge, Adoption cost, Competitive pressure, Governmental support

The ANOVA tells us whether the model, overall, results in a significantly good degree of prediction of the outcome variable (Field, 2005). Since the significance result on the ANOVA table is 0.000 which is  $p < 0.01$ , the regression analysis proved the presence of a good degree of prediction. The contribution of each independent variable can be seen from the results of multiple regressions in the coefficient table below

**Table 12: Summary of regression Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficient	t	Sig.
	B	Std. Error	Beta		
(Constant)	-.013	.173		-.077	.939
IT	.390	.052	.420	7.530	.000
OK	.376	.077	.235	4.891	.000
AC	-.445	.104	-.274	-4.287	.000
CP	.635	.078	.515	8.128	.000
GS	.357	.076	.249	4.707	.000

a. Dependent Variable: E-marketing adoption

Source: Questionnaire survey finding (2019)



From the above table one can see that all the factors are positively affects e-marketing adoption except adoption cost since it affects e-marketing adoption negatively. Unstandardized coefficient (Beta value) indicates the degree of importance of each factor towards e-marketing adoption. The beta value on the coefficient table above indicates level of effect each factor has on the dependent variable e-marketing adoption. The highest beta level is for competitive pressure of  $B=.635$ . This means that the more firms face pressures from competitive environments, the more of e-marketing adoption in their business. Hence, if assumed other things being constant and as competitive pressure increased by one unit, it increases e-marketing adoption by 63.5%. This implies competitive pressure contributes 63.5% towards e-marketing adoption. The second highest beta value is adoption cost which means that when other things are being constant if adoption cost increased by one unit, e-marketing adoption decrease by 44.5%, this implies more than 44.5% of e-marketing adoption was inhibited by adoption cost. The third highest beta value is IT infrastructure when other things being constant as IT infrastructure increase by one unit e-marketing adoption increases by 39%. Therefore, from among the five dimensions, competitive pressure has the strongest effect on e-marketing adoption and followed by adoption cost and IT infrastructure which needs an emphasis.

#### 4.5.1 Regression Equation

E-marketing adoption =  $-0.013 + 0.390$  (IT infrastructure) +  $0.376$  (owners or managers IT knowledge) -  $0.445$ (adoption cost) +  $0.635$  (. competitive pressure) +  $0.357$ (governmental support). Based on regression output summary of hypothesis result was summarized in the table below.

**Table 13: Summary of Hypothesis Testing**

<b>Hypothesis</b>	<b>Result</b>	<b>Reason</b>
<b>H1:</b> Firms with greater IT infrastructure are more likely to adopt e-marketing	supported	$\beta=0.390$ , $p=0.000$
<b>H2:</b> organizations with greater IT knowledge owners or managers are more likely to adopt e- marketing	supported	$\beta=,0.376$ $p=0.037$
<b>H3:</b> The cost of e-marketing adoption is negatively related with e-marketing adoption	supported	$\beta=-0.445$ , $p=0.000$

H4: Firms with a high competitive pressure environment is more likely to adopt e-marketing.	supported	$\beta=0.635$ $p=0.000$
H5: Governmental support is positively related with e-marketing adoption	supported	$\beta=0.357$ $p=0.000$

Source: Questionnaire survey finding (2019)

As table 13 above reveals, the first hypothesis (H1) IT infrastructure has a statistical significant effect on e-marketing adoption of Ethiopian supermarkets. As the result in the likelihood ratio test shows, IT infrastructure has significant impact on the adoption e-marketing on Ethiopian supermarkets. This result was consistent with the findings of Iddris (2012), Abou-Shouk & Lim et al. (2013) and Essays (2010). A closer look at the parameter estimates for each e-marketing adoption factors reveals, as IT infrastructure increase by a unit, as compared to other variables, the chance of becoming adopting e-marketing will also increase.

The second hypothesis (H2) reveals the owners or managers IT knowledge effect on e-marketing adoption. The result in the likelihood ratio test (Table 13) shows that owners or managers IT knowledge has significant impact on the adoption of e-marketing on Ethiopian supermarkets. This result was consistent with the findings of Ghobakhloo et al. (2011). A closer look at the parameter estimates for each e-marketing adoption factors reveals, as owners or managers IT knowledge increase, the chance of becoming adopting e-marketing also increase.

The third hypothesis (H3) shows that adoption cost has a statistical significant effect on e-marketing adoption of supermarket owners or managers in Addis Ababa. The result in the likelihood ratio test (Table 13) shows that adoption cost has significant impact on the adoption decision of supermarkets owners or managers in Addis Ababa. The impact of adoption cost, as compare to the other variables, next to competitive pressure, is very significant. This result was consistent with the findings of Jeon *et al.* (2006), Iddris (2012). A closer look at the parameter estimates for each adoption decisions reveals that as adoption cost increase by a unit, as compared to other variables, the chance of becoming adopting e-marketing will decrease. This indicates that as owners or managers perceive e-marketing are costly, then it is highly likely that they would become non-adopters of e-marketing innovations.

The fourth hypothesis (H4) states that competitive pressure has a strongest effect on e-marketing adoption of Ethiopian supermarkets in Addis Ababa. The result in the likelihood ratio test (Table 13) shows that competitive pressure has a significant impact on the adoption decision of supermarkets owners or managers in Addis Ababa. This result was consistent with the findings of Martins and Oliveira (2009) and Jain (2011). A closer look at the parameter estimates for each adoption decisions reveals that as competitive pressure increase by a unit, as compared to other variables, the chance of becoming adopting e-marketing will increase this shows as the number of competitors in this business increase the chance of adopting e-marketing will also increase.

The fifth hypothesis (H5) states that governmental support has an effect on e-marketing adoption of owners or managers of supermarkets in Addis Ababa. As the result in the likelihood ratio test (Table 13) shows, Governmental support has a significant impact on the adoption decision of supermarkets owners or managers in Addis Ababa. This result, was also consistent with the findings of Jain (2011), Martins and Oliveira (2009). A closer look at the parameter estimates for each adoption decisions reveals that as governmental support increase by a unit, as compared to other variables, the chance of becoming adopting e-marketing will increase this shows as governmental support increase the chance of adopting e-marketing will also increase.

#### 4.6 Comparison of Findings with Previous Studies

In this part, a comparison was done between the findings of this study and previous empirical evidence. As can be observed from the table 14 below, some of the results obtained in this study were in line with the previous empirical findings.

**Table 14: Comparison of Findings with Previous Studies**

Authors	Results	Result of this study
Iddris (2012), Abou-Shouk& Lim et al. (2013) Essays (2010).	Firms with greater IT infrastructure are more likely to adopt e-marketing	Like the previous studies, IT infrastructure has a <i>significant impact</i> and a <i>positive</i> relationship with e-marketing adoption.

Ghobakhloo et al. (2011)	Organizations with greater IT knowledge owners or managers are more likely to adopt e-marketing.	Like the previous studies, Owners or managers IT knowledge has a significant impact & positive relationship with e-marketing adoption
Jeon <i>et al.</i> (2006),	The cost of e-marketing adoption is negatively related to e-marketing adoption	Like the previous studies, adoption cost has a statistical <i>significant impact and negative</i> relationship with e-marketing adoption. It is the second predictor among all of the factors
(Jeon et al. 2006),	Highly competitive pressure environment leads to e-marketing adoption	Like the previous studies, Competitive pressure has a statistical <i>significant impact and positive</i> relationship with e-marketing adoption. It is the <i>strongest</i> predictor among all of the factors
Jain (2011)	Governmental support leads to e-marketing adoption	Like the previous studies, Governmental support has a <i>significant impact and positive</i> relationship with e-marketing adoption
Iddris (2012)	High costs of e-marketing are the significant barriers to e-commerce adoption.	the previous studies, adoption cost has a <i>negative relationship and a significant impact on</i> e-marketing adoption
Martins and Oliveira (2009) Jain (2011)	Competitive pressure emerged as the most important factor in adoption of electronic commerce, followed by IT knowledge and government support	Like the previous studies, Competitive pressure was <i>the most important factor</i> in adoption of e-marketing  But unlike the previous studies adoption cost and IT infrastructure were the next most influential predictors of e-marketing adoption

Source: Questionnaire survey finding (2019)

# **CHAPTER FIVE**

## **SUMMERY, CONCLUSIONS AND RECOMMENDATIONS**

### Introduction

This chapter is dedicated to present summery of the research key findings and to present conclusions drawn from the discussions. It also presents answers for the research questions raised under chapter one. Finally, the possible recommendations were also forwarded.

### **5.1 Summary of Major Findings**

- The student researcher administered 112 questionnaires in total but 107 of completed questionnaires representing 95.5% of response rate have been obtained. The questionnaires contained questions that addressed the objectives of the study.
- The study findings revealed that Majority of the respondents were male between the age group of 31-40 years. This implies that majority of the supermarkets are owned and managed by men. On top of that most of them are educated with their first degree and there were in relevant positions in their organizations and as such could articulate the issues under study.
- Out of those respondent's majority of them were managers only and most of the respondents indicated that the kind or form of the businesses they were engaged was PLC form of an enterprise, on top of that most of respondents had employed more than 50 employees in their organization and most of the respondents had a reasonable length of working experience within the business.
- Respondents have low intention to learn about using e-marketing while their intention to use e-marketing to communicate with customers, suppliers and employees were moderate but it was found that the extent of e-marketing adoption rate by Ethiopian supermarkets in the examined area was relatively low. Besides, it was found that the most significant e-marketing adoption factor was competitive pressure. This technically means that as the number of a competitors increases, the company has the tension to adopt innovative e-marketing technologies. Accordingly, we can assume that as the

number of competitors increases, it tends to adopt and implement more efficient I.T. systems and reap the benefits of e-marketing.

- Majority of the respondents don't have a good IT infrastructure as well as various security technologies to protect their data.
- Majority of the respondents had a low level of knowledge on how to use Microsoft office and how to use internet.
- The overall intention of the respondents regarding to adoption cost was high due to its expensiveness for their business to have their own website.
- The overall intention of respondents to competitive pressure was low due to that most of them didn't believe they lose their customers and market share if they didn't adopt e-marketing, but to a moderate extent they believe that it is a strategic necessity to use e-marketing to compete in the market place.
- The overall intention of respondents to government support was very low due to lack of financial support and incentives from the government.
- It was confirmed that an association exists between e-marketing adoption and educational level of respondent as well as with a kind of an enterprise while an association between age and e-marketing adoption was not observed
- It was confirmed that a significant relationship exists between e-marketing adoption and IT infrastructure, owners or managers IT knowledge, adoption cost, competitive pressure and governmental support.
  - The results of the parameter estimate for each e-marketing adoption factors revealed the following major findings:
  - As IT infrastructure increased by a unit, as compared to other variables, the chance of adopting e-marketing would increase by 0.390%
  - As owners or managers IT knowledge increase by a unit, other things being constant, e-marketing adoption increases by 37.6%
  - As adoption cost increased by a unit the chance of adopting e-marketing would decrease by 44.5%
  - As competitive pressure increased by a unit, the chance of adopting e-marketing would increase by 63.5%.

- When other things are being constant if governmental support increased by a unit, e-marketing adoption increases by 35.7%.

## 5.2 Conclusion

Based on the study findings we can conclude that the factors under study explained adoption of e-marketing by Ethiopian supermarkets significantly. However, competitive pressure, adoption cost and IT infrastructure were rated as the key factor explaining e-marketing adoption. Owners or managers IT knowledge and governmental support on the other hand explained e-marketing adoption by Ethiopian supermarkets to a moderate extent. This conclusion is supported by both the descriptive and inferential statistics as indicated. The study findings therefore imply that business owners and managers, need training on Information Technology and its benefits so as to easily appreciate e-marketing application in their business operations. On the other hand, offering a great concern on behalf of the government towards e-marketing adoption is very important since governmental support encourage e-marketing adoption. The study in general showed that all the five factors (IT infrastructure, owners or managers IT knowledge, adoption cost, competitive pressure and governmental support has a significant effect on e-marketing adoption of Ethiopian supermarkets in Addis Ababa.

- ✓ Furthermore, from the parameter estimates it can be concluded as follows:
  - Respondents understood that e-marketing adoption was useful to communicate with customers, suppliers and employees while their intention to learn and plan to manage their business using e-marketing was low.
  - IT infrastructure had *significant effect* and had a *positive* relationship with e-marketing adoption.
  - Owners or managers IT knowledge had *significant effect* and had a *positive relationship* e-marketing adoption
  - Adoption cost *had significant effect* and had a *negative relationship* with e-marketing adoption. It is the second highest predictor among all other factors.
  - Competitive pressure had *significant effect and a positive relationship* with e-marketing adoption. It is the strongest predictor among all of the factors.

- Governmental support had *significant effect and a positive* relationship with e-marketing adoption

### 5.3 Recommendations

The purpose of this study was to identify and analyse the factors that affect e-marketing adoption on Ethiopian supermarkets. Understanding these factors would help existing e-commerce companies in general and Ethiopian supermarkets in particular to devise strategies in order to increase the adoption of e-marketing.

Based on the research findings the following useful recommendation has been forwarded by the student researcher:

- The major deterrent factor for Ethiopian supermarkets not to use e-marketing was that owners or managers of the supermarkets perceive that they face low rate of pressures from competitive environments. Therefore, managers, particularly owners of the supermarkets, should be convinced that e-marketing adoption is necessary to maintain and achieve competitive advantage while non-adoption of an e-marketing innovation that is adopted by others in such an environment may result in competitive disadvantage.
- Adoption cost was the second significant adoption inhibitor for Ethiopian supermarkets not to use e-marketing in their organizations. Therefore, government should provide great concern for e-marketing, since high cost of acquiring and implementing technological innovations, installation costs, high cost of Subscription to the Internet including the maintenance and servicing of IT infrastructures and websites reduces the company's willingness to adopt e-marketing.
- IT infrastructure was the third highest significant factor that affects Ethiopian supermarkets not to adopt e-marketing due to poor internet connection and network signals, no ISP network boosters and no power supply in most places. So that government and other concerning parties should give emphasis to avoid or reduce this sector sticking of doing business to old traditional methods.
- The other pressing and practical reasons affecting Ethiopian supermarkets not to adopt e-marketing was lack of governmental support. It is obvious that Government has a great influence over any kind of companies, therefore by providing training, guideline, financial assistance, technical support, independent advice and other incentives



government should encourage e-marketing adoption in these organizations since this sector is a good source of employment opportunity.

- The other factor influencing Ethiopian supermarkets to not adopt e-marketing in their business were insufficient owners or managers IT knowledge. Since owners or managers IT knowledge help developing awareness among the organizational members and are responsible for allocating necessary resources and in the implementation stage, they can create an environment for smooth integration into the organizational settings, they should attend different workshops and training to improve their skills of IT tools regularly.
- To sustain in the turbulent business environment, owners or managers of the supermarket should also improve their intention towards e-marketing adoption
- To sum up this finding offers implications both for supermarkets owners or managers and the Ethiopian government. Managers and supermarkets owners should focus on the technological readiness in order to create a compatible business structure ready to accept innovative e-marketing systems. In order to succeed in this, managers should keep in mind that technological readiness implies both a high-quality IT knowledge, I.T infrastructure and skilful employees. On the other hand, policy makers should support and promote e-marketing adoption within Ethiopian supermarkets, in a more efficient way. Towards this direction, the Ethiopian government should remove the existing barriers, provide supermarkets with a high-quality infrastructure and subsidies, and enhance high quality internet penetration in Ethiopia

### **5.4 Future Areas of Research**

Based on the research findings the following suggestions have been forwarded for future research by the student researcher:

- The study was conducted in the Ethiopian supermarkets in Addis Ababa. The study collected data from either owners or managers of the supermarkets. Further study could be conducted with longitudinal data and on a wider scale on all retail firms in the country cutting across all the counties by collecting data from customers, users of the e-commerce platforms and various other stakeholders.

- The approach of this paper can be extended to analyse factors influencing e-marketing adoption to existing e-commerce businesses, other interested Stake holders and new e-commerce businesses by including variables such as demand, culture and trust since the listed variables may not be the only factors affecting e-marketing adoption
- This study was limited to the theory of (TOE) model of Tornatzky and Fleischer (1990). Therefore, other theories and models such as the Technology Acceptance Model (TAM), Theory of Reasoned Action (TRA) and others could be considered in undertaking further study of e-marketing adoption.
- The approach of this research can be extended to other technology related products such as banks, insurance companies, telecom companies, and the government among other individuals or institutions that play the critical facilitation parts in the e-commerce sector by translating the questionnaires in to Amharic through professional translators and through using mixed method of research approaches to be more efficient in the e-marketing sector.

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# APPENDIX

## **Appendix A: Survey Questionnaire**

### **Addis Ababa University College of Business and Economics School of Commerce Department of Marketing Management Graduate Program Unit**

#### **QUESTIONNAIRE TO BE FILLED BY OWNERS OR MANAGERS OF THE SUPERMARKETS**

Dear Respondent,

This questionnaire is designed to collect data on the FACTORS AFFECTING THE ADOPTION OF ELECTRONIC MARKETING AMONG ETHIOPIAN SUPERMARKETS IN ADDIS ABABA. The information collected will be used for academic purposes only. You are guaranteed of absolute confidentiality.

Thank you for your cooperation.

Please provide adequate answers to the following questions. Tick, Or Write in The Spaces Provided Thank You.

#### **A. GENERAL INFORMATION**

1. Gender: Female  Male

2. Are you the manager, owner or both of this business?

- Owner only (the business is managed by someone else)
- Manager only (the business is owned by someone else)
- Both Owner and Manager (you own and manage the business)

3. Please Indicate your age

- Between 18- 21 years

- between 22-30 years
- Between 31-40 years
- Between 41-50 years
- Above 50 years

4. Educational level of owner/manager?

PhD  Masters  Bachelors  Diploma  Certificate

5. Ownership of your company:

Domestic owned  Foreign owned

6. What kind of an enterprise is the business?

Sole proprietorship  Cooperatives  PLC  Other\_\_\_\_\_

7. How many employees work with your organization?

- 1-9  10-19  20-29  30-39
- 40-49  More than 50

8. How long have you owned or managed this business?

- Less than 5 years  between 6 to 10 years
- Between 11 to 15 years  between 16 to 20 years
- Above 20 years

## B. E-MARKETING ADOPTION

Using the scale below, please indicate the extent to which you agree or disagree with the statement below by encircling the number

Not at all	To a little Extent	To a moderate Extent	To a great extent	To a very great extent
1	2	3	4	5

AD1	We have high intention to use e-marketing in our organization	1 2 3 4 5
AD2	We intend to learn about using e-marketing	1 2 3 4 5
AD3	We plan to use e-marketing to manage our business	1 2 3 4 5
AD4	We have intention to use e-marketing to communicate with customers, suppliers and employees	1 2 3 4 5

## C. Factors Affecting E-marketing adoption

Using the scale below, please indicate the extent to which you agree or disagree with the statement below by encircling the number

Not at all	To a little Extent	To a moderate Extent	To a great extent	To a very great extent

1	2	3	4	5
---	---	---	---	---

<b>IT Infrastructure</b>		
IT1	Your organization has a good telecommunication infrastructure to support an e-marketing implementation (e.g. email, internet or website)	1 2 3 4 5
IT2	Your organization has integrated information system applications encompassing different business areas	1 2 3 4 5
IT3	Your organization uses various security technologies to protect your data on the Internet	1 2 3 4 5
IT4	Your organization follows industrial standards to exchange information with trading partners' delivery network	1 2 3 4 5
<b>Owners/mangers IT knowledge</b>		
OWK1	I know how to use the internet	1 2 3 4 5
OWK2	I have some training in Information technology tools	1 2 3 4 5
OWK3	I know how to use Microsoft Office	1 2 3 4 5
OWK4	I am knowledgeable in website Maintenance	1 2 3 4 5
OWK5	I attend workshops to improve my computer skills regularly	1 2 3 4 5

OWK6	My employees know how to use the internet	1 2 3 4 5
OWK7	My employees know how to use computer software and IT tools	1 2 3 4 5
OWK8	My employees are knowledgeable in website maintenance	1 2 3 4 5
OWK9	My employees regularly attend workshops to improve their computer skills	1 2 3 4 5
	<b>Adoption cost</b>	
AC1	Use of e-marketing is affordable in our business	1 2 3 4 5
AC2	Subscription to the Internet is affordable for our business	1 2 3 4 5
AC3	Buying computer software is affordable for our business	1 2 3 4 5
AC4	It's very expensive for our business to have its own website	1 2 3 4 5
AC5	Paying for computer support for our business is affordable	1 2 3 4 5
AC6	Buying computer hardware is affordable for our business	1 2 3 4 5
	<b>Competitive pressure</b>	
CP1	Characterize the intensity of competition in your organization	1 2 3 4 5

CP2	We believe we will lose our customers to our competitors if we do not adopt e-marketing.	1 2 3 4 5
CP3	We feel it is a strategic necessity to use e-marketing to compete in the marketplace.	1 2 3 4 5
CP4	We believe we will lose our market share if we do not adopt e-marketing.	1 2 3 4 5
CP5	We believe it is a strategic necessity to use e-marketing to win our competitors	1 2 3 4 5
<b>Governmental support</b>		
GS1	Characterize the amount of financial support provided by the government	1 2 3 4 5
GS2	Characterize the frequency of receiving financial support by the government	1 2 3 4 5
GS3	Characterize the role government play in creating suitable environment for e-marketing	1 2 3 4 5
GS4	Characterize the frequency of receiving incentives from the government for e-marketing	1 2 3 4 5
GS5	Characterize the role government play in providing training for e-marketing in your business	1 2 3 4 5

**THANK YOU FOR TAKING TIME OUT OF YOUR BUSY SCHEDULE TO ANSWER THIS QUESTIONNAIR**

## 5.5 Appendix B: Statistical Outputs

### Appendix B1: Output of descriptive statistics

Table 0-1 Descriptive Statistics and variance explained for e-marketing adoption

	N	Mean	Std. Deviation
We have high intention to use e-marketing in our organization	107	3.2430	1.28004
We intend to learn about using e-marketing	107	2.9720	1.41727
We plan to use e-marketing to manage our business	107	3.4860	1.41664
We have intention to use e-marketing to communicate with customers, suppliers and employees	107	3.6168	1.08719
Valid N (listwise)	107		

Table 0-2 Descriptive Statistics and variance explained for IT infrastructure

	N	Mean	Std. Deviation
Your organization has a good telecommunication infrastructure to support an e-marketing implementation (e.g. email, internet or website)	107	2.7757	1.33394
Your organization has integrated information system applications encompassing different business areas	107	2.4393	.91298



Your organization uses various security technologies to protect your data on the Internet	107	2.3084	1.03168
Your organization follows industrial standards to exchange information with trading partners' delivery network	107	3.2617	1.11876
Valid N (listwise)	107		

**Table 0-3** Descriptive Statistics and variance explained for owners or managers IT knowledge

	N	Mean	Std. Deviation
I know how to use the internet	107	2.3925	1.26459
I have some training in Information technology tools	107	1.8972	.30513
I know how to use Microsoft Office	107	2.0467	1.19261
I am knowledgeable in website Maintenance	107	2.1308	.64551
I attend workshops to improve my computer skills regularly	107	3.4579	1.46841
I know how to use Microsoft Office	107	2.1776	1.17211
My employees know how to use computer software and IT tools	107	2.3832	.77270
My employees are knowledgeable in website maintenance	107	2.4953	1.18460
My employees regularly attend workshops to improve their computer skills	107	2.5701	1.71625
Valid N (listwise)	107		

**Table 0-4** Descriptive Statistics and variance explained for adoption cost

	N	Mean	Std. Deviation
Use of e-marketing is affordable in our business	107	2.3271	1.65276
Subscription to the Internet is affordable for our business	107	2.1963	.91568
Buying computer software is affordable for our business	107	2.7103	1.28862
It's very expensive for our business to have its own website	107	1.8785	.32824
Paying for computer support for our business is affordable	107	2.7944	.98803
Buying computer hardware is affordable for our business	107	2.9252	1.12183
Valid N (listwise)	107		

**Table0-5** Descriptive Statistics and variance explained for competitive pressure

	N	Mean	Std. Deviation
Characterize the intensity of competition in your organization	107	2.3084	.89455
We believe we will lose our customers to our competitors if we do not adopt e-marketing	107	2.4766	1.13558
We feel it is a strategic necessity to use e-marketing to compete in the marketplace	107	3.1963	1.24718
We believe we will lose our market share if we do not adopt e-marketing.	107	2.3551	1.23053

We believe it is a strategic necessity to use e-marketing to win our competitors	107	2.3084	1.02249
Valid N (listwise)	107		

**Table0-6** Descriptive Statistics and variance explained for governmental support

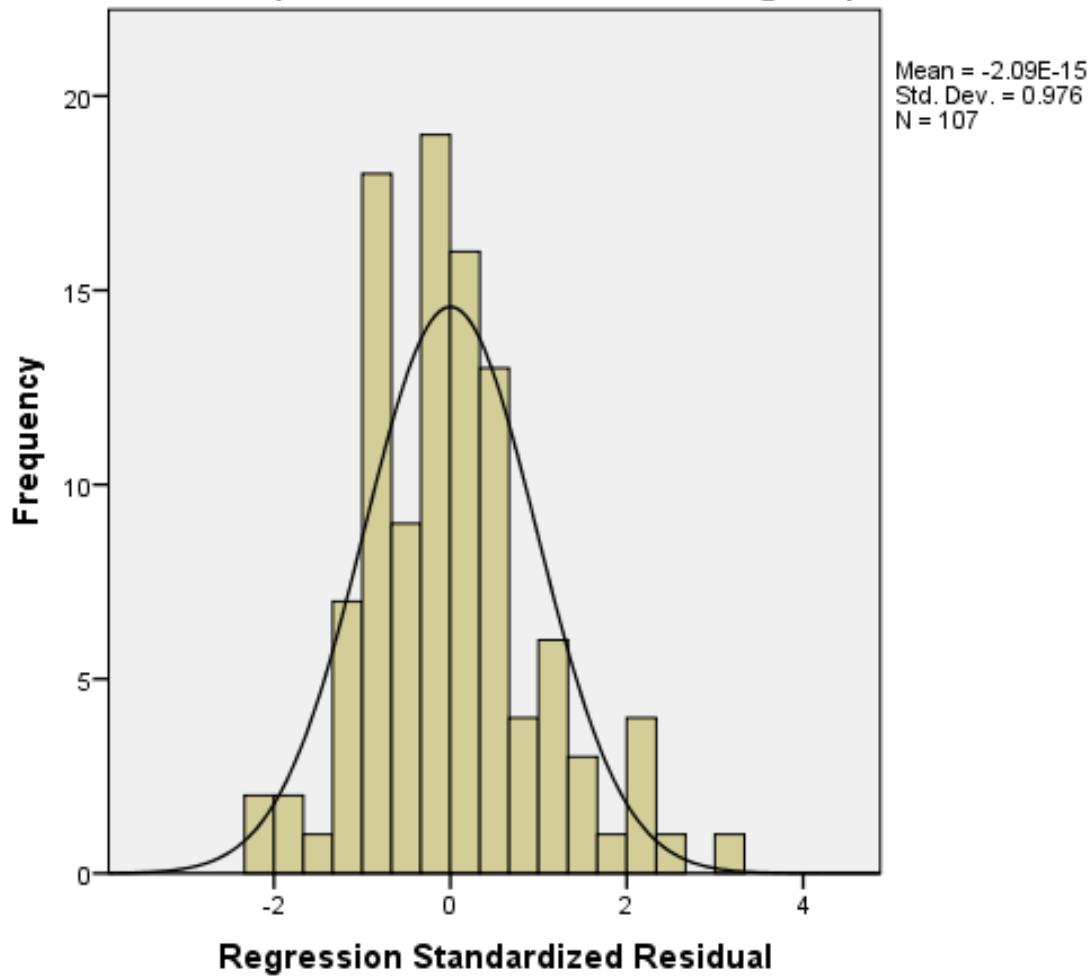
	N	Mean	Std. Deviation
Characterize the amount of financial support provided by the government	107	2.7383	.85049
Characterize the frequency of receiving financial support by the government	107	2.4393	1.17504
Characterize the role government play in creating suitable environment for e-marketing	107	1.8972	.64332
Characterize the frequency of receiving incentives from the government for e-marketing	107	2.5421	1.04863
Characterize the role government play in providing training for e-marketing in your business	107	2.8131	1.15849
Valid N (listwise)	107		

Appendix B2: Normality test

### Normality of the Error Term Distribution

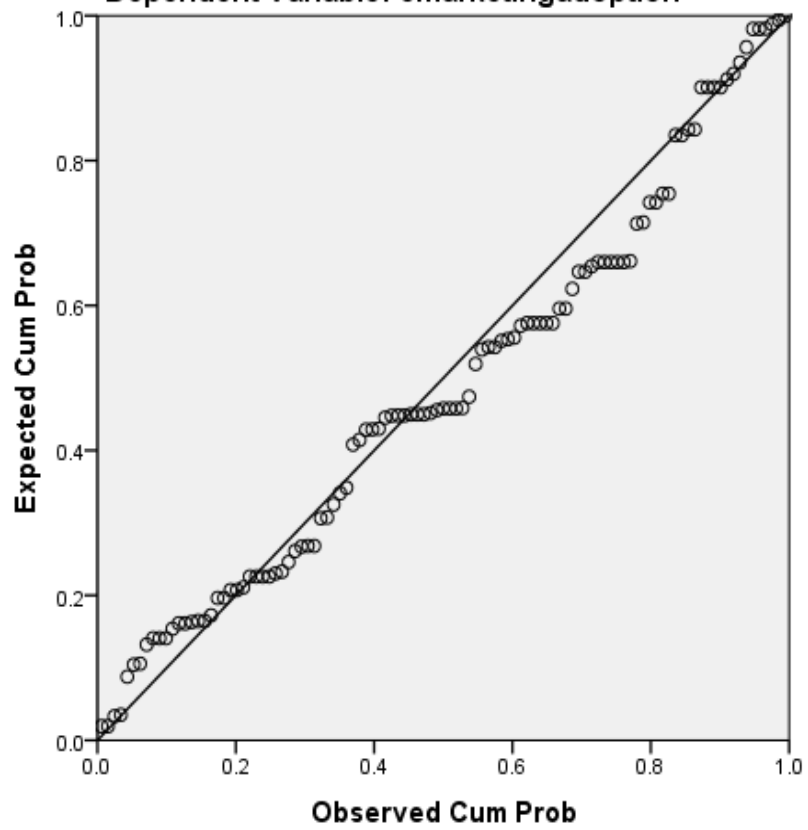
#### Histogram

Dependent Variable: emarketingadoption

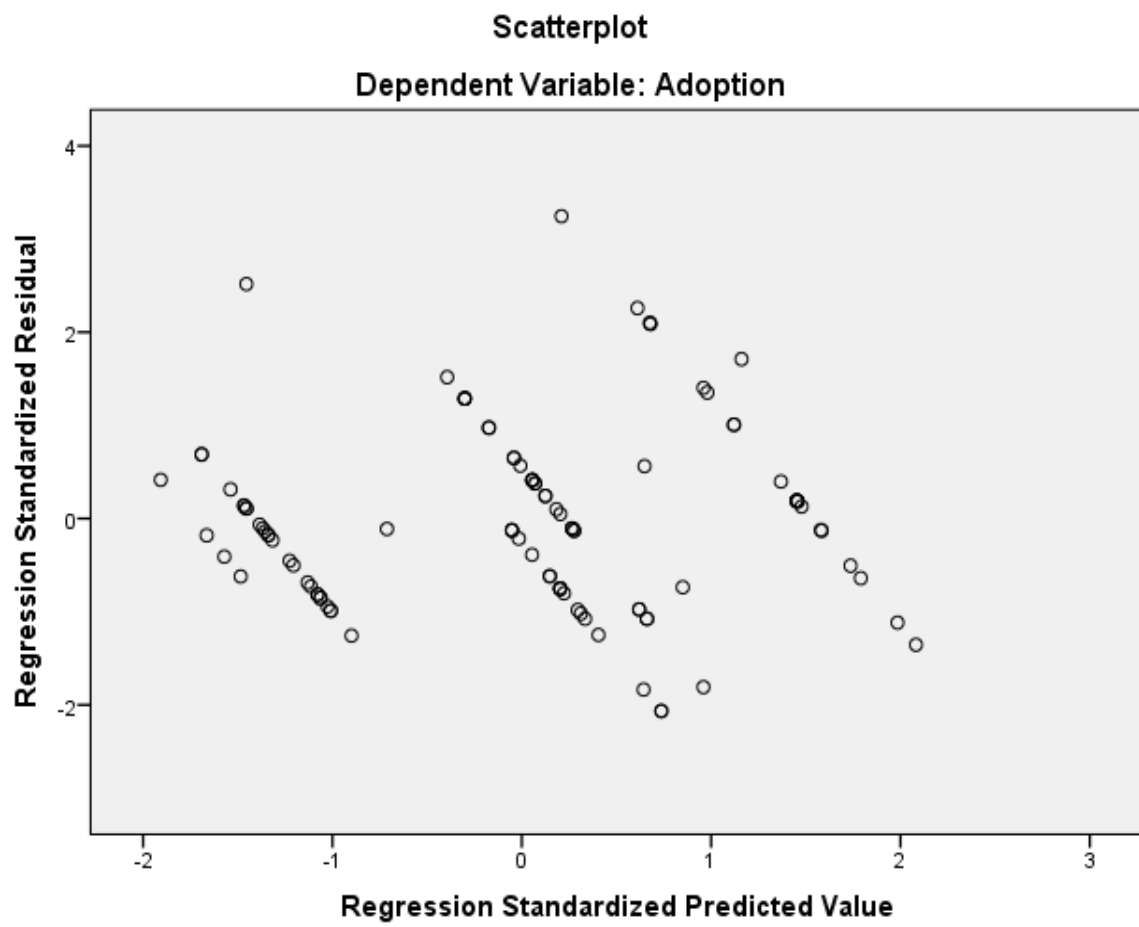


Normal P-P Plot of Regression Standardized Residual

Dependent Variable: emarketingadoption



Homoscedasticity plot



### 5.6 Appendix C: Number of Supermarkets in Addis Ababa

NO	TradeName	TOWN	KEBELE	Licence Number
1	ባምቢሰኢ ንዱስተሪያልኃላየተግማህበር	አዲስአበባ	10	14/671/5607/2004
2	ቢታኒያኢ ንዱስተሪያልኃላየተግማህበር	አዲስአበባ	03	14/666/5173/2004
3	ሶልሲስትሬዲንግ	አዲስአበባ	10	14/669/7159/2004
4	ፋንቱናቤተሰቡየንግድናኢንዱስትሪኃላየተግማህበር	አዲስአበባ	08	14/673/4794/2004
5	ሰላምኤኤምኃላየተግማህበር	አዲስአበባ	03	14/673/4861/2004
6	ሲፎይኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	06	14/706/5522/2004
7	ሸዉዋኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	08	14/665/6576/2004
8	ሶላስትኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	02	14/706/5047/2004
9	ኖቪስኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	03	14/673/5074/2004
10	ኤሌክትሮኒክሽልኦክሲዬንግማህበር	አዲስአበባ	06	14/706/5522/2004
11	ኢተዮኮሜርሻልሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	03	14/666/3999/2004
12	ፋንቶሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	07	14/667/4276/2004
13	አልማርት የተግማህ	አዲስአበባ	11	14/671/5607/2004
14	ሺሰላምንሀይሎሱፐርማርኬትሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	07	14/706/5610/2004
15	ዴይቱዴይሱፐርማርኬትኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	02	14/673/7566/2004
16	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/12972/2005
17	'ኩዊንስሱፐርማርኬትሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	04	14/671/5607/2004
18	ፀጋአሳሙራናቤተሰባቸሀየተግማህ	አዲስአበባ	11	14/671/5607/2004
19	ቴኤስቲጂንራልኮሜርሻልኢንተርፕራይዝኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	03	14/665/6576/2004
20	ሀድያ ሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	01	14/671/7497/2005
21	ሶላስትኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	07	14/706/5047/2004
22	ሮምኔትጂንራልኮሜርሻልኢንተርፕራይዝኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	06	14/706/5160/2004
23	አባድር የተግማህበር	አዲስአበባ	03	14/665/6175/2004
24	ኩይንሰየተግማህበር	አዲስአበባ	02	14/671/5978/2004
25	ራዳርቢዝስኃላፊነቱየተግማህበር	አዲስአበባ	12	14/666/8382/2005
26	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/12972/2005
27	ኤሌክትሮኒክሽልኦክሲዬንግማህበር	አዲስአበባ	02	14/706/5522/2004
28	ሴንትራልሱፐርማርኬትኃላየተግማህበር	አዲስአበባ	02	14/11/706/7534/2004
29	ሺሰላምንሀይሎሱፐርማርኬትሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	07	14/706/5610/2004
30	አባድርሸፕንግሴንተርኃይደግልግማህበር	አዲስአበባ	13	14/673/6843/2004
31	ሴንትራልሱፐርማርኬትኃላየተግማህበር	አዲስአበባ	02	14/11/706/7534/2004
32	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/12972/2005
33	ሶላስትኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	02	14/706/5047/2004
34	ዴይቱዴይሱፐርማርኬትኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	02	14/673/7566/2004
35	ሉናኢክስፖርትቂራኃላፊነቱየተወሰነግልግማህበር	አዲስአበባ	07	14/672/10118/2005
36	ኩዊንስሱፐርማርኬትሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	13	14/672/10118/2005
37	ፀጋአሳሙራናቤተሰባቸሀየተግማህ	አዲስአበባ	11	14/671/5607/2004
38	ኩዊንስሱፐርማርኬትሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	04	14/666/8427/2005
39	ኩዊንስሱፐርማርኬትሀላፊነቱየተወሰነግልግማህበር	አዲስአበባ	09	14/666/8427/2005

40	ሉናኢክስፖርትቂራህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	06	14/672/10118/2005
41	የኢትዮጵያቱሪስትንግድሥራድድጅት	አዲስአበባ	08	14/672/10331/2005
42	ሌቮስትሬዲንግህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/673/397212/2006
43	ምስራቅዲቄትናዳቦፋብሪካ	አዲስአበባ	03	14/706/653319/2006
44	ምስራቅዲቄትናዳቦፋብሪካ	አዲስአበባ	03	14/706/653319/2006
45	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	09	14/670/514650/2006
46	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	11	14/670/514650/2006
47	ቲኤስቲጂነራልኮሜርሻልኢንተርፕራይዝህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	08	14/665/554419/2006
48	ቲኤስቲጂነራልኮሜርሻልኢንተርፕራይዝህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/665/554419/2006
49	ራስኮፕላስቲክናፍጫማፋብሪካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/706/619204/2006
50	ኩዊንስሱፕራፕራክቲካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	04	14/666/8427/2005
51	ጌትፋምትሬዲንግህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/671/652663/2006
52	ጌትፋምትሬዲንግህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	01	14/671/652663/2006
53	ራስኮፕላስቲክናፍጫማፋብሪካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	10	14/706/619204/2006
54	ሀሰንቡሴርአህመድ	አዲስአበባ	02	NL/AA/14/670/4017873
55	ምንአይታየተግማህበር	አዲስአበባ	04	14/666/625619/2006
56	ሄትሮቢዝነስህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/666/611155/2006
57	አለማፍርምህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	01	04/297/650427/2006
58	ናስርሳቢርባሽር	አዲስአበባ	01	14/671/7497/2005
59	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/683893/2006
60	ምስራቅዲቄትናዳቦፋብሪካ	አዲስአበባ	03	14/706/653319/2006
61	ኤምቲኤምኤትሬዲንግህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/673/911133/2006
62	ሀሰንቡሴርአህመድ	አዲስአበባ	03	14/706/12972/2005
63	ረሻድአለማርአማን	አዲስአበባ	10	14/706/951811/2007
64	መሀመድከድርዑመር	አዲስአበባ	09	14/667/4713/2004
65	መሀመድከድርዑመር	አዲስአበባ	09	14/667/4713/2004
66	አለማፍርምህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	08	04/297/650427/2006
67	ጌትፋምሆቴል	አዲስአበባ	01	14/671/652663/2006
68	ሴንትራልሱፕራፕራክቲካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/11/706/7534/2004
69	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/683893/2006
70	ኑርሁሴንያሲንኤመር	አዲስአበባ	03	14/673/747089/2006
71	ፀጋአሳመራናቤተሰባቸሀይተግማ	አዲስአበባ	11	14/671/5607/2004
72	ሮምኔትጂነራልትሬዲንግህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	06	14/706/5160/2004
73	ፍሬንድሺፕሪዝነስግራፕራፕራክቲካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/11/673/5497/2004
74	ሶልሲስትሬዲንግ	አዲስአበባ	10	14/669/7159/2004
75	ፍሬንድሺፕሪዝነስግራፕራፕራክቲካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/11/673/5497/2004
76	አባድርሻፕሪዝነስግራፕራፕራክቲካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	06	14/673/6843/2004
77	ሌቮስትሬዲንግህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/673/397212/2006
78	ኤሌክትሮኮሜርሻልኢንተርፕራይዝህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/706/5522/2004
79	ሀብታሙግመቼጭቆላ	አዲስአበባ	03	14/665/6331/2004
80	ደጃኔናአዲአስመጪናላኪታላየተግማህበር	አዲስአበባ	09	14/671/5978/2004
81	ዲይቲዲይሱፕራፕራክቲካህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/673/7566/2004
82	ደጃኔናአዲአስመጪናላኪታላየተግማህበር	አዲስአበባ	02	14/671/5978/2004
83	ቲኤስቲጂነራልኮሜርሻልኢንተርፕራይዝህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	06	14/665/6576/2004
84	ኤሌክትሮኮሜርሻልኢንተርፕራይዝህላፊንቱየተወሰነየግልጫህበር	አዲስአበባ	06	14/706/5522/2004



85	ኤሌክትሮኒክስ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	06	14/706/5522/2004
86	ዘቢ ግልጽ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	01	14/706/7746/2004
87	አለም ፍርድ ምስክር ወሰን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	10	14/672/9290/2005
88	ሶልሲስት ሬዲዮ	አዲስ አበባ	10	14/669/7159/2004
89	ዘቢ ግልጽ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	02	14/706/7746/2004
90	ራዲዮ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	12	14/666/8382/2005
91	ራዲዮ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	12	14/666/8382/2005
92	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/666/8427/2005
93	ራዲዮ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	12	14/666/8382/2005
94	ሀሰን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	02	14/706/12972/2005
95	ሀሰን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	03	14/706/12972/2005
96	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	03	14/666/8427/2005
97	ፋንቲ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	03	14/673/4794/2004
98	ፋንቲ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/673/4794/2004
99	አባይ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	06	14/673/6843/2004
100	ኤሌክትሮኒክስ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	06	14/706/5522/2004
101	ሉኒክስ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	06	14/672/10118/2005
102	መሀመድ ከድርድር	አዲስ አበባ	09	14/667/4713/2004
103	መሀመድ ከድርድር	አዲስ አበባ	09	14/667/4713/2004
104	ብሉት ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	01	14/670/8979/2005
105	የኢትዮጵያ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	05	14/672/10331/2005
106	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/666/8427/2005
107	ሐረግ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	11	14/666/632048/2006
108	ተስፋይ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	07	14/665/6175/2004
109	ዘቢ ግልጽ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	01	14/706/7746/2004
110	ኤፍ ዎይ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	13	14/672/10502/2005
111	አለም ፍርድ ምስክር ወሰን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/672/9290/2005
112	ቢታኒያ ኢንዱስትሪ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	02	14/666/5173/2004
113	ሸገር አዲስ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	13	14/673/8852/2005
114	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	03	14/666/8427/2005
115	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	03	14/666/8427/2005
116	ኤፍ ዎይ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	13	14/672/10502/2005
117	ሌቭ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	02	14/673/397212/2006
118	አለም ፍርድ ምስክር ወሰን ስርዓት ለጥራት ማረጋገጫ ስርዓት	ቢሾፍቱ	02	14/672/9290/2005
119	ሃምዲ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	01	14/666/8927/2005
120	በድረ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	01	14/671/7507/2005
121	ሉኒክስ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	04	14/672/10118/2005
122	አብዱል ሃኪም ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	01	14/671/7534/2005
123	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	03	14/666/8427/2005
124	ምፅላል ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	02	14/670/514650/2006
125	ቤተሰብ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/672/9137/2005
126	ቤተሰብ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/672/9137/2005
127	ሉኒክስ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	04	14/672/10118/2005
128	ቤተሰብ ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	08	14/672/9137/2005
129	ኩዊን ስርዓት ለጥራት ማረጋገጫ ስርዓት	አዲስ አበባ	09	14/666/8427/2005

130	ኩዊንስሱፐርማርኬትሃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/672/750032/2006
131	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	10	14/670/514650/2006
132	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/672/10118/2005
133	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	07	14/672/10118/2005
134	የኢትዮጵያቆሪትንግድሥራድርጅት	አዲስአበባ	06	14/672/10316/2005
135	ማርታጎአሽክፍላይ	አዲስአበባ	01	BL/AA/14/673/4023231/
136	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/672/10118/2005
137	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	04	14/670/660788/2006
138	ምንአይታየተግማህበር	አዲስአበባ	07	14/666/625619/2006
139	ቤሎኒያስኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	09	14/670/487768/2006
140	ራስኮፕላስቲክናጭማፋብረካህላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	07	14/706/619204/2006
141	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	09	14/670/514650/2006
142	ሳምጆኢንተርናሽናልሃላፊነቱየተግልጫህበር	አዲስአበባ	01	14/670/545217/2006
143	ሌቮስትሬዲንግኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/673/397212/2006
144	ሼባሪልእስቴትኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/706/765163/2006
145	ሼባሪልእስቴትኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/706/765163/2006
146	ምስራቅዳቄትናዳባብረካ	አዲስአበባ	03	14/706/653319/2006
147	የኢትዮጵያቆሪትንግድሥራድርጅት	አዲስአበባ	08	14/671/647908/2006
148	ኩዊንስሱፐርማርኬትሃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	04	14/672/750032/2006
149	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	03	14/670/660788/2006
150	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	02	14/670/514650/2006
151	ፊምኢምፔክስትሬዲንግኃላ/የተ/የግል/ማህበር	አዲስአበባ	07	14/673/388571/2006
152	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	06	14/670/660788/2006
153	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/678319/2006
154	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/683893/2006
155	ሀብታሙገመቼጭቆላ	አዲስአበባ	07	14/665/6331/2004
156	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	04	14/670/660645/2006
157	ሂሩትቀደመተሸመ	አዲስአበባ	04	AKK/AA/14/673/404252
158	ሄትሮቢዝስኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/666/611155/2006
159	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	08	14/670/514650/2006
160	ሀሰንቡሴርአህመድ	አዲስአበባ	03	14/706/683893/2006
161	ረሻድአለማርአማን	አዲስአበባ	10	14/706/951811/2007
162	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	02	14/670/514650/2006
163	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/678319/2006
164	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/670/660712/2006
165	ቤተልሄምየንግድድርጅትሃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	08	14/672/9137/2005
166	አለማፋርምስኃላፊነቱየተወሰነየግልጫህበር	ቢሾፍቱ	02	14/672/9290/2005
167	ኑርሁሴንያሲንኤመር	አዲስአበባ	02	14/673/747089/2006
168	ምንአይታየተግማህበር	አዲስአበባ	04	14/666/625619/2006
169	ሐረግናጥላቢዝስኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	11	14/666/632048/2006
170	የኢትዮጵያቆሪትንግድሥራድርጅት	አዲስአበባ	06	14/672/10331/2005
171	ሂሩትቀደመተሸመ	አዲስአበባ	09	AKK/AA/14/673/404252
172	ሌቮስትሬዲንግኃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	02	14/673/397212/2006
173	የኢትዮጵያቆሪትንግድሥራድርጅት	አዲስአበባ	05	14/672/648272/2006
174	ኤአርስቶንትሬዲንግሃላፊነቱየተወሰነየግልጫህበር	አዲስአበባ	07	14/666/956355/2007

175	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	13	14/670/660645/2006
176	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	06	14/670/660712/2006
177	ሀሰንቡሴርአህመድ	አዲስአበባ	03	14/706/683893/2006
178	ቤተልሄምየንግድድርጅትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	08	14/672/9137/2005
179	ዋጂሃይፕሮማርኬት	አዲስአበባ	06	14/667/851817/2006
180	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/678319/2006
181	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	13	14/670/660788/2006
182	ዘቢግአፕልኢንተርናሽናልኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/706/7746/2004
183	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/12972/2005
184	ፈዲላሁላላኢብራሂም	አዲስአበባ	09	14/667/482050/2006
185	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660788/2006
186	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660788/2006
187	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/678319/2006
188	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/678319/2006
189	የኢትዮጵያቆሪስትንግድሥራድርጅት	አዲስአበባ	08	14/672/648272/2006
190	ዘ-ትዊንስኃላ/የተ/የግል/ማህበር	አዲስአበባ	01	14/670/647386/2006
191	ዘ-ትዊንስኃላ/የተ/የግል/ማህበር	አዲስአበባ	10	14/670/647386/2006
192	ጌትፋምሆቴል	አዲስአበባ	06	14/671/652663/2006
193	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	03	14/670/660712/2006
194	የኢትዮጵያቆሪስትንግድሥራድርጅት	አዲስአበባ	06	14/671/647908/2006
195	ምንአይኃይተ/የግል/ማህበር	አዲስአበባ	03	14/666/625619/2006
196	ሐረግናጥላቢዝነትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	11	14/666/632048/2006
197	ራሄልሙሀመድፈይሳ	አዲስአበባ	14	14/673/11564/2005
198	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	10	14/670/514650/2006
199	ኩዊንስሱፕሮማርኬትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	09	14/672/750032/2006
200	ኩዊንስሱፕሮማርኬትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/672/750032/2006
201	ናይግጂኤስሰርቪስኤንድኢንዱስትሪዲቮሎፕመንትኃይተ/የግል	አዲስአበባ	03	14/670/704059/2006
202	ሀሰንቡሴርአህመድ	አዲስአበባ	03	14/706/678319/2006
203	የኢትዮጵያቆሪስትንግድሥራድርጅት	አዲስአበባ	05	14/672/10316/2005
204	ፈዲላሁላላኢብራሂም	አዲስአበባ	09	14/667/482050/2006
205	ሰምጆኢንተርናሽናልሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/670/545217/2006
206	ቲኤስቲጂንራልኮሜርሻልኢንተርፕራይዝኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	06	14/665/554419/2006
207	ሀሰንቡሴርአህመድ	አዲስአበባ	02	NL/AA/14/670/4017873
208	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660712/2006
209	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	13	14/670/660712/2006
210	ሀሰንቡሴርአህመድ	አዲስአበባ	03	14/706/678319/2006
211	የኢትዮጵያቆሪስትንግድሥራድርጅት	አዲስአበባ	08	14/671/647908/2006
212	ጌትፋምሆቴል	አዲስአበባ	01	14/671/652663/2006
213	ዘ-ትዊንስኃላ/የተ/የግል/ማህበር	አዲስአበባ	01	14/670/647386/2006
214	ረሻድአለማርካማን	አዲስአበባ	10	14/706/951811/2007
215	ኩዊንስሱፕሮማርኬትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	08	14/672/750032/2006
216	ሉናኤክስፖርትቁራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/670/660645/2006
217	ኮስሞትሬዲንግኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/706/746882/2006
218	ናስርሳቢርሰሻር	አዲስአበባ	01	14/671/7497/2005
219	ሄትሮቢዝነትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/666/611155/2006

220	ሺአበባየሁሉፕሮግራም	አዲስአበባ	06	14/673/555840/2006
221	ኩዊንስሱፕሮግራምትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	03	14/672/750032/2006
222	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/683893/2006
223	ረሻድአለማርአማን	አዲስአበባ	10	14/706/951811/2007
224	ሐረግናጥላቢዝነትህላፊነቱየተወሰነየግልማህበር	አዲስአበባ	11	14/666/632048/2006
225	የኢትዮጵያቱሪስትንግድሥራድርጅት	አዲስአበባ	08	14/672/10316/2005
226	ጌትፋምሆቴል	አዲስአበባ	04	14/671/652663/2006
227	ኮስሞትሬዲንግኃላየተግልማህበር	አዲስአበባ	01	14/706/746882/2006
228	ኮስሞትሬዲንግኃላየተግልማህበር	አዲስአበባ	01	14/706/746882/2006
229	ሳምጆኢንተርናሽናልሃላየተግልማህበር	አዲስአበባ	06	14/670/545217/2006
230	ሉናኤክስፖርትጭራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660645/2006
231	ሉናኤክስፖርትጭራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	06	14/670/660645/2006
232	ሶስትስድስትዜሮፕሌክቶችየገበያማእከልሀላፊነቱየተወሰነየግልማህበር	አዲስአበባ	12	14/673/857348/2006
233	ኤአርስቶንትሬዲንግሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/666/956355/2007
234	ኮስሞትሬዲንግኃላየተግልማህበር	አዲስአበባ	01	14/706/746882/2006
235	ሉናኤክስፖርትጭራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/670/660712/2006
236	ሉናኤክስፖርትጭራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/670/660788/2006
237	ኑርሁሴንያሲንኤመር	አዲስአበባ	03	14/673/747089/2006
238	ሜሮንሞንግስትኣብአይናለም	አዲስአበባ	04	AA/KLK/04/14/667/401
239	ተአአተኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	01	14/670/779825/2006
240	ቤተልሄምየንግድድርጅትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	08	14/672/9137/2005
241	ተአአተኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	01	14/670/779825/2006
242	ኑርሁሴንያሲንኤመር	አዲስአበባ	03	14/673/747089/2006
243	ሼባሪልእስቱትኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/706/765163/2006
244	ቤሎኒያስኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	09	14/670/487768/2006
245	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	02	14/670/514650/2006
246	ሉናኤክስፖርትጭራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	03	14/670/660645/2006
247	ሉናኤክስፖርትጭራኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/670/660788/2006
248	ኮስሞትሬዲንግኃላየተግልማህበር	አዲስአበባ	01	14/706/746882/2006
249	ፅዮንሱፕሮግራም	አዲስአበባ	08	14/668/955891/2007
250	ሶስትስድስትዜሮፕሌክቶችየገበያማእከልሀላፊነቱየተወሰነየግልማህበር	አዲስአበባ	12	14/673/857348/2006
251	ናይጄሪስሰርቪስኤንድኢንዱስትሪዲቪዥንትኃላፊነቱየተግልማህበር	አዲስአበባ	03	14/670/704059/2006
252	ፌምኢምፔክስትሬዲንግኃላ/የተግል/ማህበር	አዲስአበባ	07	14/673/388571/2006
253	ኩዊንስሱፕሮግራምትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	03	14/672/750032/2006
254	ምፅላልገብረእግዚአብሔርአበራ	አዲስአበባ	02	14/670/514650/2006
255	ሀሰንቡሴርአህመድ	አዲስአበባ	02	NL/AA/14/670/4017873
256	የኢትዮጵያቱሪስትንግድሥራድርጅት	አዲስአበባ	05	14/671/647908/2006
257	ኑርሁሴንያሲንኤመር	አዲስአበባ	01	14/673/747089/2006
258	ኮስሞትሬዲንግኃላየተግልማህበር	አዲስአበባ	01	14/706/746882/2006
259	ኮስሞትሬዲንግኃላየተግልማህበር	አዲስአበባ	02	14/706/746882/2006
260	ማርታጎአሽክፍላይ	አዲስአበባ	08	BL/AA/14/673/4023231
261	ሀሰንቡሴርአህመድ	አዲስአበባ	02	14/706/683893/2006
262	አይዊንደውኮሙኒኬሽንኃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	03	14/666/957483/2007
263	ዮሐንስከበደገበፋ	አዲስአበባ	08	KK/AA/14/706/4033227
264	ጁሊናቢዝነትሃላ/የተግል/ማህበር	አዲስአበባ	03	14/665/581684/2006

265	ምፅላልገብረጳግዚኦብሄርአበራ	አዲስአበባ	10	14/670/514650/2006
266	ኩዊንስሱፐርማርኬትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	09	14/672/750032/2006
267	ገብረወልዴዴንጌ	አዲስአበባ	04	AA/AR/04/14/670/40133
268	ጁሊናቢዝነትሃላ/የተ/የግ/ማህበር	አዲስአበባ	02	14/665/581684/2006
269	ሐረግናጥላቢዝነትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	08	14/666/632048/2006
270	የኢትዮጵያቱሪስትንግድሥራድርጅት	አዲስአበባ	08	14/672/648272/2006
271	ማርታጎአሽክፍላይ	አዲስአበባ	08	BL/AA/14/673/4023231/
272	ራስኮየፕላስቲክናየጫማፋብሪካሀላፊነቱየተወሰነየግልማህበር	አዲስአበባ	10	14/706/619204/2006
273	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660712/2006
274	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/670/660788/2006
275	ሄትሮቢዝነትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	02	14/666/611155/2006
276	ኑርሁሴንያሲንኤሞር	አዲስአበባ	03	14/673/747089/2006
277	ኩዊንስሱፐርማርኬትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	03	14/672/750032/2006
278	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	06	14/670/660712/2006
279	ኩዊንስሱፐርማርኬትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	08	14/672/750032/2006
280	ኤአርስቶንትሬዲንግሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/666/956355/2007
281	ሼባሪልጸስቴትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/706/765163/2006
282	ሀሰንቡሴርአህሞድ	አዲስአበባ	03	NL/AA/14/670/4017873/
283	ተአአተሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	01	14/670/779825/2006
284	ፌምኢምፔክስትሬዲንግሃላ/የተ/የግል/ማህበር	አዲስአበባ	07	14/673/388571/2006
285	ረሻድአለማርአማን	አዲስአበባ	10	14/706/951811/2007
286	ሐረግናጥላቢዝነትሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	08	14/666/632048/2006
287	ራስኮየፕላስቲክናየጫማፋብሪካሀላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/706/619204/2006
288	ምስራቅዳቄትናዳባብሪካ	አዲስአበባ	02	14/706/653319/2006
289	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	06	14/670/660645/2006
290	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/670/660645/2006
291	ሀሰንቡሴርአህሞድ	አዲስአበባ	02	NL/AA/14/670/4017873/
292	የኢትዮጵያቱሪስትንግድሥራድርጅት	አዲስአበባ	06	14/672/648272/2006
293	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/670/660645/2006
294	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660645/2006
295	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	04	14/670/660712/2006
296	ኤአርስቶንትሬዲንግሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	12	14/666/956355/2007
297	አብኬምሾፕንግ	አዲስአበባ	12	BL/AA/14/673/4025279/
298	ተአአተሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	01	14/670/779825/2006
299	ፅዮንሱፐርማርኬት	አዲስአበባ	08	14/668/955891/2007
300	ኢኤምኤፍማርት	አዲስአበባ	05	14/673/861026/2006
301	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	07	14/670/660712/2006
302	ሉናኤክስፖርትጭራራሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	06	14/670/660788/2006
303	ፅዮንሱፐርማርኬት	አዲስአበባ	06	14/668/955891/2007
304	ነኢማአብዲማህሙድ	አዲስአበባ	08	AA/AK/08/3/14/671/403
305	ጌትፋምሆቴል	አዲስአበባ	04	14/671/652663/2006
306	ዘ-ትዊንስሃላ/የተ/የግል/ማህበር	አዲስአበባ	01	14/670/647386/2006
307	ሀሰንቡሴርአህሞድ	አዲስአበባ	02	NL/AA/14/670/4017873/
308	ፍርቱናብርሃኔበለጠ	አዲስአበባ	04	KK/AA/14/706/495221/2
309	ኤአርስቶንትሬዲንግሃላፊነቱየተወሰነየግልማህበር	አዲስአበባ	10	14/666/956355/2007

