

# *Chapter 8*

## *Descriptive Statistics*

### *8.1. Introduction:-*

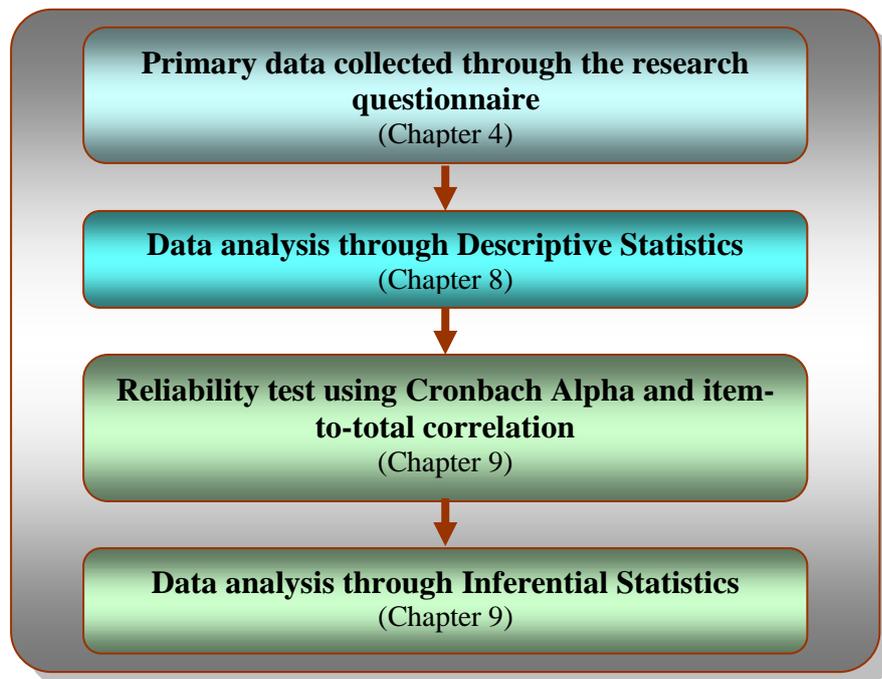
This chapter examine the analysis of the research data collected from 114 SBEs all over the UK through the research questionnaire towards reaching the preliminary research findings. As discussed in chapter one, this study aims to explore the different factors affecting the adoption of E-Marketing, the different forms, implementation levels and tools of E-Marketing used by SBEs as well as the relationship between E-Marketing adoption and SBEs marketing performance. To achieve these aims, this chapter illustrate and discusses the descriptive analysis of the data to provide some insights to describe, investigate and discuss the data obtained from the research fieldwork in terms of value and contribution to these aims, which intern will lead to greater understanding of the relationship between E-Marketing adoption and the SBEs performance. Afterwards, the purification of the data and the results of the statistical analysis are used for further analysis in chapter nine for the purpose of hypothesis testing towards the interpretation of the research findings which in turn will help in achieving the research aims and objectives.

While this chapter (as well as chapter 9) are aimed specifically to present the statistical results from the data analysis, chapter 10 will be focusing on the interpretation and discussion of the implications and findings of chapters 8 and 9 within the context of the literature discussed in earlier chapters (chapter two and chapter three). Consequently, chapter 8 and chapter 9 are restricted to the presentation and analysis of the collected data from the 114 SBEs participating in the research via the research questionnaire, without illustrating general conclusions or comparing the results of the analysis to those results achieved by other researchers within the field. Afterwards, both the conclusions and recommendations of the results of this chapter (as well as the results of chapter 9) are discussed in chapter 11.

### *8.2. The analysis process:-*

The data analysis process for this chapter had been conducted through a series of steps. As shown in figure 8- 1 (which provide an overview of how the analysis processes was carried out), the process started with the collection of the research data through the data collection stage of the research depending on the research questionnaire. Then the data were analysed by

descriptive statistics tests through the use of the Statistical Package for Social Science (SPSS version 16) to examine the profile of respondents and the distribution of responses on the different questionnaire items. Afterwards, some statistical measures namely Cronbach Alpha and item-to-total correlation (which was discussed in detail in chapter four – section 4.10) were calculated to test the validity and reliability of the data (the results of these test are discussed in detail in chapter nine). Subsequently, Inferential Statistics were used to analyse the data.



*Figure 8-1:* Data analysis process

### 8.3. Descriptive data analysis:-

This section of the chapter focuses on providing some general information about the respondents' SBEs as well as the individual participants. The main aim of this is to present a brief profile of the research sample. In this context, some descriptive statistic tools such as frequency analysis, cross tabulation and graphs were used to distribute the participating SBEs and participants according to the following characteristics; position of the respondent in the SBE, location of the SBE, type of the SBE, industry sector of the SBE, business classification of the SBE, number of employees, annual sales of the SBE, marketing budget of the SBE, capital of the SBE, time in business for the SBE, business scope for the SBE, age of the respondent, years of working within the SBE, involvement of the respondent with E-Marketing implementation within the SBE, level of education of the respondent, E-Marketing forms implemented by the SBE and E-Marketing tools implemented by the SBE. On the other hand, Chi-square was used to confirm some of the findings.

For the purpose of illustration and clarification of the results, these characteristics and factors were classified and grouped into four main groups as follows:-

A- ***Small business enterprises profile***: which include the following characteristics:-

- Location of the small business enterprise.
- Type of the small business enterprise.
- Industry sector of the small business enterprise.
- Business classification of the small business enterprise.
- Number of employees.
- Annual sales of the small business enterprise.
- Marketing budget of the small business enterprise.
- Capital of the small business enterprise.
- Time in business for the small business enterprise.
- Business scope for the small business enterprise.

B- ***Respondent profile***: which include the following characteristics:-

- Position of the respondent in the small business enterprise.
- Age of the respondent.
- Years of working within the small business enterprise.
- Involvement of the respondent with E-Marketing implementation within the small business enterprise.
- Level of education of the respondent.

C- ***Marketing performance measures profile***: which include the following characteristic:-

- Marketing performance measures used by the small business enterprise.

D- ***E-Marketing profile***: which include the following characteristics:-

- E-Marketing forms implemented by the small business enterprise.
- E-Marketing tools implemented by the small business enterprise.
- Levels of E-Marketing implemented by the small business enterprise.

### **8.3.1 Small business enterprises profile:-**

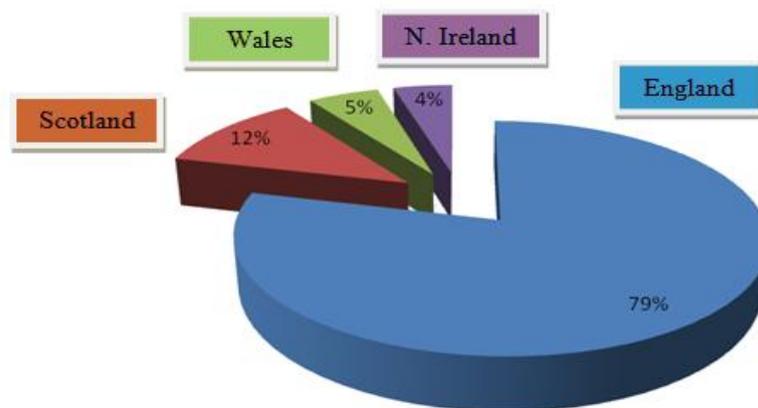
#### **8.3.1.1 Location of the small business enterprise:-**

Table 8-1 present the distribution of the SBEs participating in the research by location. As it can be seen in the table, the majority of small enterprises (78.9 %) were located in England followed by 11.4 % located in Scotland and 5.3 % in Wales and finally 4.4 % in Northern Ireland.

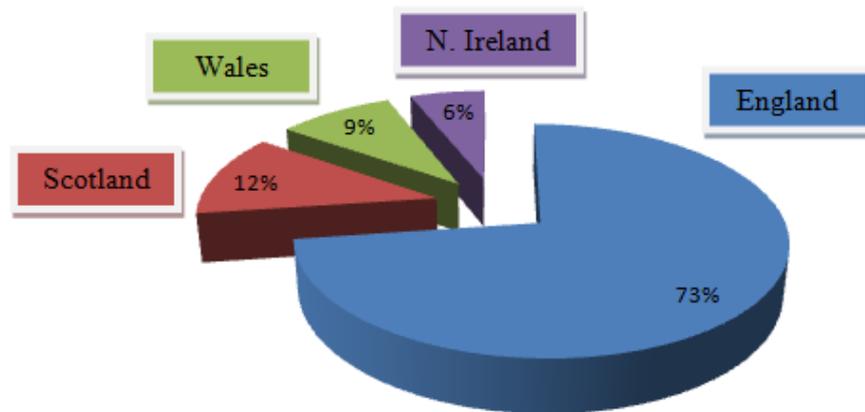
**Table 8-1:** Distribution of the SBE by location

|              |              | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|--------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | England      | 90               | 78.9                 | 78.9                      |
|              | Scotland     | 13               | 11.4                 | 90.4                      |
|              | Wales        | 6                | 5.3                  | 95.6                      |
|              | N. Ireland   | 5                | 4.4                  | 100.0                     |
|              | <b>Total</b> | <b>114</b>       | <b>100.0</b>         |                           |

The distribution of the SBEs participating in the research (as can be seen in figure 8-2) is representative for the research population (as can be seen in figure 8-3). As discussed in chapter four (section 4.8.1.1) and as can be seen from figure 8-3, the majority of the research population are located in England with a percentage of 73% of the total (1423 SBEs), followed by 12 % located in Scotland (234 SBEs), 9 % in Wales (181 SBEs) and finally 6% in Northern Ireland. Since the differences between the research sample and the research population distribution according to the SBEs location is relatively very small, the distribution of the SBEs participating in the research is more likely to be representative for the research population. Based on that, the research sample within this study is not only reliable and can be used in studying the research population but also have high potential to gain meaningful results and will allow the generalisation of the research findings.



**Figure 8-2:** Distribution of the research SBE by Location



**Figure 8-3:** Distribution of the research population by location

### 8.3.1.2 Type of the small business enterprise:-

This study planned to obtain responses from two different types of SBEs namely manufacturing SBEs and trading SBEs. Table 8-2 present the distribution of the participating SBEs by type. As illustrated in the table, while the majority of small businesses within this study were trading SBEs with a percentage of 64 % of the total number of enterprises participating in the study, 36 % of the participating enterprises were manufacturing SBEs.

**Table 8-2:** Distribution of the SBE by type

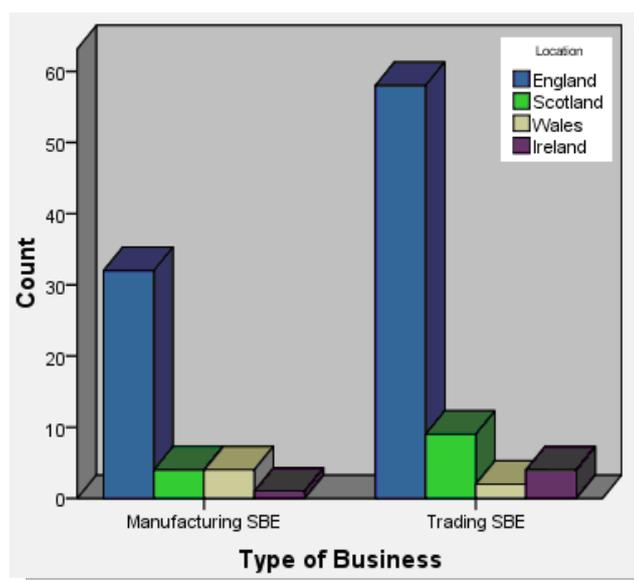
|              |                   | <i>Frequency</i> | <i>Percent</i> | <i>Valid %</i> | <i>Cumulative Percent</i> |
|--------------|-------------------|------------------|----------------|----------------|---------------------------|
| <i>Valid</i> | Manufacturing SBE | 41               | 36.0           | 36.0           | 36.0                      |
|              | Trading SBE       | 73               | 64.0           | 64.0           | 100.0                     |
|              | <b>Total</b>      | <b>114</b>       | <b>100.0</b>   | <b>100.0</b>   |                           |

With regards to the distribution of the trading SBEs across the different locations within the UK, it was found that (as can be seen in table 8-3) the majority of trading small businesses within this study were located in England with a percentage of 79.5 % of the total number of trading SBEs followed by 12.3 % located in Scotland, 5.5 % in Northern Ireland and the minority of trading SBEs were located in Wales with a percentage of 2.7 % of the total.

Meanwhile, with reference to the distribution of the manufacturing SBEs across the different locations, it was found that the majority of manufacturing small businesses within this study were located in England with a percentage of 78 % of the total number of manufacturing SBEs followed by 9.8 % located in both Scotland and Wales and the minority of manufacturing SBEs were located in Northern Ireland with a percentage of 2.4 % of the total.

**Table 8-3:** Type of Business \* Location Crosstabulation

|                         |                          | <i>Location</i>           |              |              |             |             |               |
|-------------------------|--------------------------|---------------------------|--------------|--------------|-------------|-------------|---------------|
|                         |                          |                           | England      | Scotland     | Wales       | Ireland     | Total         |
| <i>Type of Business</i> | <i>Manufacturing SBE</i> | Count                     | 32           | 4            | 4           | 1           | 41            |
|                         |                          | % within Type of Business | <b>78.0%</b> | 9.8%         | 9.8%        | <b>2.4%</b> | 100.0%        |
|                         |                          | % within Location         | 35.6%        | 30.8%        | 66.7%       | 20.0%       | 36.0%         |
|                         |                          | % of Total                | 28.1%        | 3.5%         | 3.5%        | .9%         | 36.0%         |
|                         | <i>Trading SBE</i>       | Count                     | 58           | 9            | 2           | 4           | 73            |
|                         |                          | % within Type of Business | <b>79.5%</b> | 12.3%        | <b>2.7%</b> | 5.5%        | 100.0%        |
|                         |                          | % within Location         | 64.4%        | 69.2%        | 33.3%       | 80.0%       | 64.0%         |
|                         |                          | % of Total                | 50.9%        | 7.9%         | 1.8%        | 3.5%        | 64.0%         |
|                         | Total                    | Count                     | 90           | 13           | 6           | 5           | 114           |
|                         |                          | % within Type of Business | 78.9%        | 11.4%        | 5.3%        | 4.4%        | 100.0%        |
|                         |                          | % within Location         | 100.0%       | 100.0%       | 100.0%      | 100.0%      | 100.0%        |
|                         |                          | <i>% of Total</i>         | <b>78.9%</b> | <b>11.4%</b> | <b>5.3%</b> | <b>4.4%</b> | <b>100.0%</b> |

**Figure 8- 4:** Distribution of the research SBEs by Type of Business \* Location

### 8.3.1.3 Industry sector of the small business enterprise:-

As mentioned earlier in chapter 6, this study were planned to obtain responses from different industry sectors within the UK to allow the generalisation of the findings and increase the research reliability. Consequently, the sample is comprised of 114 small businesses in eleven different industries. Table 8-4 presents the distribution of these small enterprises according to its industry sector. As can be seen from the table, the largest number of small businesses (29) was in the computer and IT sector, representing 25.4 % of the sample, followed by the food and drinks industry (16), representing 14% of the total sample. The remaining small businesses were made up of automotive, agriculture, chemical and allied products, constructions, engineering, health care, leisure, publishing and textile industries as follow; automotive industry representing 9.6 % (11 SBEs) of the sample, agriculture industry representing 8.8 % (10 SBEs), chemical and allied products industry representing 10.5 % (12 SBEs), both constructions and publishing industry representing 1.8 % (2 SBEs each), engineering industry representing 6.1 % (7 SBEs), both health care and leisure industry representing 4.4 % (5 SBEs each) and finally textile industry representing 13.2 % (15 SBEs).

**Table 8-4:** Distribution of the SBE by industry sector

|              |                              | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|------------------------------|------------------|----------------------|---------------------------|
| <b>Valid</b> | Automotive                   | 11               | 9.6                  | 9.6                       |
|              | Agriculture                  | 10               | 8.8                  | 18.4                      |
|              | Chemical and Allied Products | 12               | 10.5                 | 28.9                      |
|              | Constructions                | 2                | 1.8                  | 30.7                      |
|              | <b>Computers and IT</b>      | <b>29</b>        | <b>25.4</b>          | 56.1                      |
|              | Engineering                  | 7                | 6.1                  | 62.3                      |
|              | <b>Food and drink</b>        | <b>16</b>        | <b>14.0</b>          | 76.3                      |
|              | Healthcare                   | 5                | 4.4                  | 80.7                      |
|              | Leisure                      | 5                | 4.4                  | 85.1                      |
|              | Publishing                   | 2                | 1.8                  | 86.8                      |
|              | Textile                      | 15               | 13.2                 | 100.0                     |
|              | <b>Total</b>                 | <b>114</b>       | <b>100.0</b>         |                           |

In another words, the majority of SBEs within the study (29 SBEs) were in the computer and IT industry sector. Which reflect the awareness of this type of SBEs with the importance of E-Marketing adoption and also goes in line with the findings of Al-Qirim (2003), Looi (2004) and De Streel (2003) who found that IT expertise and knowledge have a great impact on the adoption of electronic business applications. This reflects not only that the

research sample provide support and goes on line with the findings of other researchers within the field but also suggest and encourage future research to study and investigate the relationship between the industry type and E-Marketing adoption by SBEs .

### 8.3.1.4 Business classification of the small business enterprise:-

Table 8-5 presents the distribution of the research SBEs according to its business classification. The table indicates that while the majority of small businesses within this study were Business to Consumer (B2C) enterprises with a percentage of 31.6 % of the total (36 SBEs) followed by 24.6 % of Business to Business (B2B) SBEs (28 small enterprises), enterprises that are classified as both Business to Consumer and Business to Business (B2B & B2C) represented 29.8 % of the total SBEs participating in the study (34 SBEs). On the other hand 7 % of the participating SBEs (8 SBEs) were classified as B2C, B2B and B2G enterprises, 6.1 % (7 SBEs) were classified as both Business to Consumer and Business to Government (B2C & B2G) and finally only 0.9 % of the participating SBEs (1 SBE) were classified as both Business to Business and Business to Government (B2B & B2G). It is also noticed that there no single small business enterprise that depended solely on or classified as a Business to Government enterprise (B2G).

**Table 8-5:** Distribution of the SBE by business classification

|              |                              | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|------------------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | Business to Business (B2B)   | 28               | <b>24.6</b>          | 24.6                      |
|              | Business to Consumer (B2C)   | 36               | <b>31.6</b>          | 56.1                      |
|              | Both (B2B & B2C)             | 34               | <b>29.8</b>          | 86.0                      |
|              | Both B2B & B2G               | 1                | .9                   | 86.8                      |
|              | Both B2C & B2G               | 7                | 6.1                  | 93.0                      |
|              | B2C, B2B and B2G             | 8                | 7.0                  | 100.0                     |
|              | Business to Government (B2G) | 0                | 0.0                  | 100.0                     |
|              | <b>Total</b>                 | <b>114</b>       | <b>100.0</b>         |                           |

### 8.3.1.5 Number of employees:-

Since this research is mainly involved with the implementation of E-Marketing by SBEs, the enterprises size is a very important element in the research. That is mainly because the size of the enterprise in one of the main elements in determining the eligibility of the enterprise to participate in the research. As mentioned in chapter two, according to the

definition used in this research for defining “small businesses” a small business will have from 10 to 49 employees. Consequently, although all the necessary efforts had been done to make sure that all the enterprises within the research sample are classified as SBEs, the respondents were asked to provide the number of employees within their enterprise not only to use it in describing the research sample characteristics but also to make sure that each of these enterprises are actually a small business enterprise according to the definition used within this study. Furthermore, if the number of employees were less than 10 employees or more than 49 the questionnaire of such an enterprise was excluded from participating in the research. After completing the data collection stage and receiving all the returned completed questionnaires, it turned to be that all the enterprises participated in the research were SBEs.

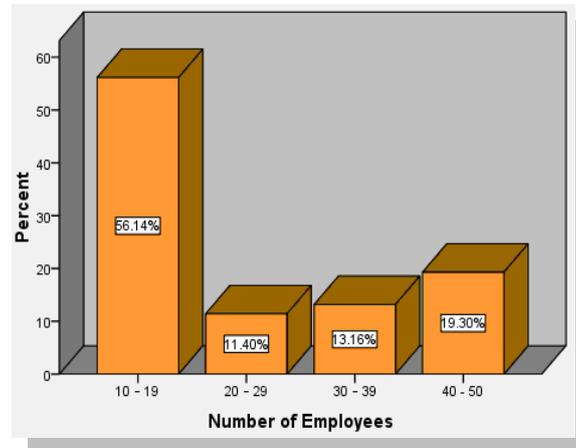
The size of the enterprise was measured using the number of employees. As can be seen in Table 8-6 and figure 8-5, the majority of SBEs (64 enterprises with a percentage of 56.1 % of the total number of enterprises) fall into the category of enterprises that has between 10 - 19 employees. Followed by 22 enterprises in the category of enterprises that has between 40 – 49 employees (with a percentage of 19.3 % of the total number of enterprises), 15 enterprises in the category of enterprises that has between 30 – 39 employees (with a percentage of 13.2 % of the total number of enterprises) and finally 13 enterprises in the category of enterprises that has between 20 – 29 employees (with a percentage of 11.4 % of the total number of enterprises).

**Table 8-6:** Distribution of the SBE by number of employees

|              |                | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|----------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | <b>10 – 19</b> | <b>64</b>        | <b>56.1</b>          | 56.1                      |
|              | 20 – 29        | 13               | 11.4                 | 67.5                      |
|              | 30 – 39        | 15               | 13.2                 | 80.7                      |
|              | 40 - 49        | 22               | 19.3                 | 100.0                     |
|              | <b>Total</b>   | <b>114</b>       | <b>100.0</b>         |                           |

Although Del Aguila-Obra and Padilla-Meléndez (2006) demonstrated that the bigger the firm the more likely it is to adopt Internet related marketing and that there is a positive dependence between firm size and the company Internet related marketing adoption, within this study not only all the involved SBEs adopted E-Marketing but also 67.5 % of the enterprises have less than 30 employees whereas only 32.5 % have more than 30 employees. In another words, the majority of the small businesses within this study were relatively small and has less than 30 employees. This not only reflects the awareness of smallest SBEs with the

importance of E-Marketing adoption and implementation, but also might reflect a different relationship between the enterprise size and E-Marketing adoption from a small business context. This relationship will be investigated with more details in chapter nine.



**Figure 8- 5:** Distribution of the research SBE by number of employees.

### **8.3.1.6 Annual sales of the small business enterprise:-**

As mentioned earlier, as the research is mainly involved with SBEs, the annual sales (or business turnover) of the enterprise is a very important element in the research. That is mainly because the annual sales of the enterprise is one of the elements in determining the eligibility of the enterprise to participate in the research. As mentioned in chapter two, according to the definition used in this research for defining “small businesses” a small business will have an annual sales or annual turnover that is not more than 10 million Euros (the equivalent of around 8.5 million sterling pounds as calculated in the date of data collection and based on the exchange rate announced by Bank of England and the European Central Bank between the Euro and sterling pound – 14<sup>th</sup> of November 2008 – 1 € = 0.85985 £).

Consequently, while all the necessary efforts had been made to make sure that all the enterprises within the research sample are classified as SBEs, the respondents were asked to provide the annual sales for their enterprise not only to use it in describing the research sample characteristics but also to make sure that each of these enterprises are actually a small business enterprise. Furthermore, if the annual sales of an enterprise exceeded 8.5 million sterling pounds (10 million Euros), the questionnaire of such an enterprise was excluded from participating in the research.

As can be seen in table 8-7, about one third of the respondents (36 %) did not answer the question related to annual sales. Meanwhile, the majority of SBEs (21.1 %) were in the category of less than 250.000 annual sales (24 SBEs), 19.3 % were in the category 1.000.000 –

2.449.000 annual sales (22 SBEs), 11.4 % were in the category 500.000 – 749.000 annual sales (22 SBEs), 5.3 % were in the category 250.000 – 449.000 annual sales (6 SBEs), 3.5 % were in the category 2.500.000 – 4.999.000 annual sales (4 SBEs), 2.6 % were in the category 750.000 – 999.000 annual sales (3 SBEs), 0.9 % were in the category 5.000.000 – 7.449.000 annual sales (22 SBEs) and finally no SBE were in the category of 7.500.000 – 8.500.000 annual sales.

**Table 8-7:** Distribution of the SBE by annual sales

|              |                       | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|-----------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | No Answer             | 41               | 36.0                 | 36.0                      |
|              | Less Than 250.000     | 24               | <b>21.1</b>          | 57.0                      |
|              | 250.000 - 499.000     | 6                | 5.3                  | 62.3                      |
|              | 500.000 - 749.000     | 13               | 11.4                 | 73.7                      |
|              | 750.000 - 999.000     | 3                | 2.6                  | 76.3                      |
|              | 1.000.000 - 2.499.000 | 22               | 19.3                 | 95.6                      |
|              | 2.500.000 - 4.999.000 | 4                | 3.5                  | 99.1                      |
|              | 5.000.000 - 7.449.000 | 1                | .9                   | 100.0                     |
|              | 7.500.000 – 8.500.000 | 0                | .0                   | 100.0                     |
|              | <b>Total</b>          | <b>114</b>       | <b>100.0</b>         |                           |

As indicated from table 8-7, about one third of the respondents (36 %) did not answer the question related to the enterprise annual sales. Although this can be justified by the desire of most small business owners to keep all the sensitive data related to their enterprises (such as the value of the enterprise annual sales) away from any external parties (such as the researcher), the relationship between not answering the annual sales question and the number of employees of the SBEs was investigated to ensure that respondents can be considered and classified as a SBEs.

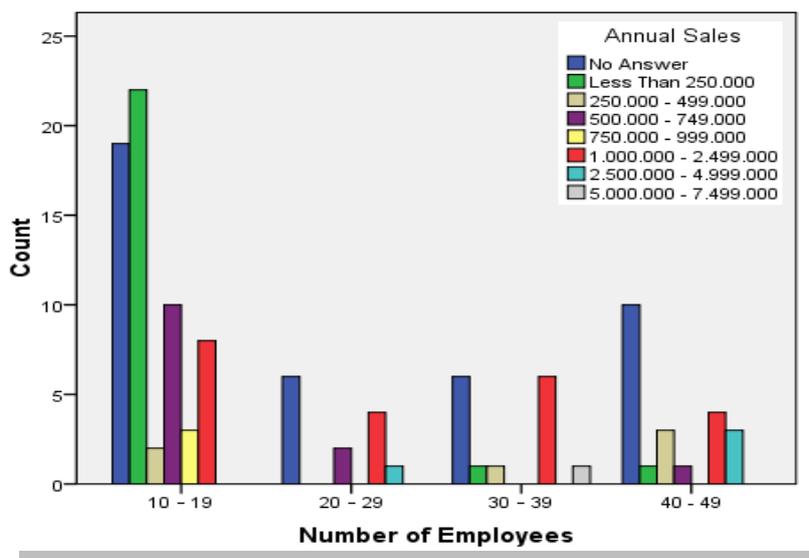
Table 8-8 and figure 8- 6, show the distribution of the enterprises annual sales and number of employees. As can be seen from the table, the majority of enterprises that refused to answer the annual sales questions (46.3 %) are among the enterprises that have from 10 – 19 employees (19 SBEs). Moreover, 14.6 % of the enterprises that refused to answer the annual sales questions are among the enterprises in the category from 20 – 29 employees and the category from 30 – 39 employees (6 SBEs each) respectively. In another words; while 60.9 % of the enterprises that refused to answer the annual sales questions have 29 employees or less, 75.5 % of these enterprises have 39 employees or less. This reflects the fact that more than 75 % of the enterprises that refused to answer the annual sales questions are considerably small in

size. This sequentially indicates that the annual sales for such enterprises will be relatively small and will not exceed the annual sales limit required to be considered as SBEs.

To confirm this assumption, a Chi-Square test was conducted to ensure that there is a significant relationship between the annual sales and the number of employees of the SBEs. The results of Chi-Square are illustrated in table 8-9. As can be seen from the table, chi-square ( $\chi^2$ ) value was 46.735 with  $p = .001$  which indicate that there is a significant statistical association between annual sales and the number of employees within the research sample. Based on that and the previous discussion, the research sample is reliable and will allow the generalisation of the findings and increase the research reliability.

**Table 8-8:** Annual Sales \* Number of Employees Crosstabulation

| <i>Item</i>         |                  |                              | <i>Number of Employees</i> |                |                |                |              |
|---------------------|------------------|------------------------------|----------------------------|----------------|----------------|----------------|--------------|
|                     |                  |                              | <i>10 – 19</i>             | <i>20 – 29</i> | <i>30 – 39</i> | <i>40 - 49</i> | <i>Total</i> |
| <i>Annual Sales</i> | <i>No Answer</i> | Count                        | 19                         | 6              | 6              | 10             | 41           |
|                     |                  | % within Annual Sales        | 46.3%                      | 14.6%          | 14.6%          | 24.4%          | 100.0%       |
|                     |                  | % within no. of Employees    | 29.7%                      | 46.2%          | 40.0%          | 45.5%          | 36.0%        |
| <i>Total</i>        |                  | Count                        | 64                         | 13             | 15             | 22             | 114          |
|                     |                  | % within Annual Sales        | 56.1%                      | 11.4%          | 13.2%          | 19.3%          | 100.0%       |
|                     |                  | % within Number of Employees | 100.0%                     | 100.0%         | 100.0%         | 100.0%         | 100.0%       |



**Figure 8- 6:** Distribution of the respondents by sales and number of employees

**Table 8-9:** Chi-Square test results for the relation between sales and number of employees

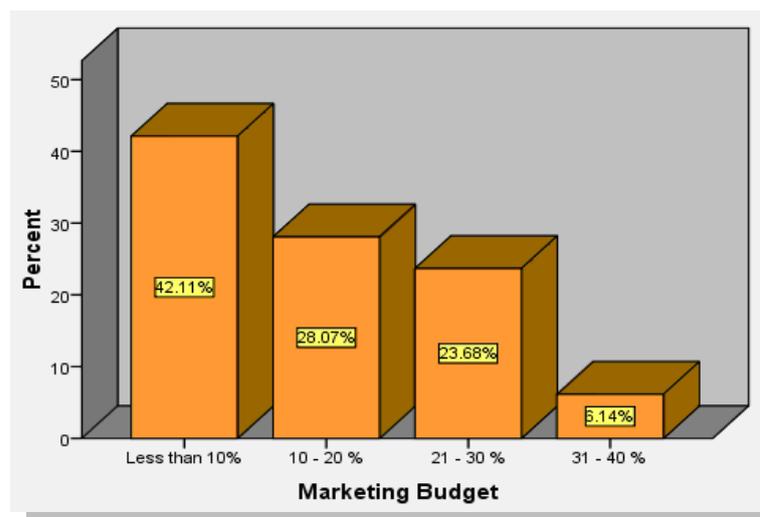
|                    | <i>Value</i>        | <i>df</i> | <i>Asymp. Sig. (2-sided)</i> |
|--------------------|---------------------|-----------|------------------------------|
| Pearson Chi-Square | 46.735 <sup>a</sup> | 21        | .001                         |
| Likelihood Ratio   | 49.916              | 21        | .000                         |
| N of Valid Cases   | 114                 |           |                              |

### 8.3.1.7 Marketing budget of the SBE:-

Table 8-10 and figure 8- 7 present the distribution of the research SBEs according to marketing budget. As can be seen from the table, the majority of SBEs (42.1 %) have a marketing budget that is less than 10 % of total enterprise budget (48 SBEs). Meanwhile, 28.1 % of the research respondents have a marketing budget that is between 10 – 20 % of the total enterprise budget (32 SBEs), 23.7 % have a marketing budget that is between 21 – 30 % of the total enterprise budget (27 SBEs) and finally the minority of SBEs (6.1 %) have a marketing budget that is between 31 – 40 % of the total enterprise budget (7 SBEs).

**Table 8-10:** Distribution of the respondents by marketing budget

|              |                      | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|----------------------|------------------|----------------------|---------------------------|
| <b>Valid</b> | <b>Less than 10%</b> | <b>48</b>        | <b>42.1</b>          | 42.1                      |
|              | 10 - 20 %            | 32               | 28.1                 | 70.2                      |
|              | 21 - 30 %            | 27               | 23.7                 | 93.9                      |
|              | 31 - 40 %            | 7                | 6.1                  | 100.0                     |
|              | <b>Total</b>         | <b>114</b>       | <b>100.0</b>         |                           |

**Figure 8- 7:** Distribution of the respondents by budget

### 8.3.1.8 Capital of the SBE:-

Table 8-11 presents the distribution of the research respondents according to capital. As can be seen from the table the majority of the SBEs (28.1 %) were in the category of less than 250.000 capital (32 SBEs), 8.8 % were in the category from 1.000.000 – 2.449.000 (10 SBEs), 5.3 % were in the category from 2.500.000 – 4.999.000 (22 SBEs), 5.3 % were in the category from 2.500.000 – 4.999.000 (6 SBEs), 4.4 % were in the category from 500.000 – 749.000 (5 SBEs), 3.5 % were in the category from 250.000 – 449.000 (4 SBEs), 2.6 % were in the categories from 750.000 – 999.000 and from 5.000.000 – 7.449.000 (3 SBEs each) and finally no SBE were in the category of 7.500.000 – 8.500.000 capital.

**Table 8-11:** Distribution of the respondents by capital

|              |                          | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|--------------------------|------------------|----------------------|---------------------------|
| <b>Valid</b> | No Answer                | 51               | 44.7                 | 44.7                      |
|              | Less Than 250.000        | 32               | 28.1                 | 72.8                      |
|              | 250.000 - 499.000        | 4                | 3.5                  | 76.3                      |
|              | 500.000 - 749.000        | 5                | 4.4                  | 80.7                      |
|              | 750.000 - 999.000        | 3                | 2.6                  | 83.3                      |
|              | 1.000.000 -<br>2.499.000 | 10               | 8.8                  | 92.1                      |
|              | 2.500.000 -<br>4.999.000 | 6                | 5.3                  | 97.4                      |
|              | 5.000.000 -<br>7.449.000 | 3                | 2.6                  | 100.0                     |
|              | 7.500.000 -<br>8.500.000 | 0                | 0.0                  | 100.0                     |
|              | <b>Total</b>             | <b>114</b>       | <b>100.0</b>         |                           |

It also noticed that 44.7 % of the respondents did not answer the question related to the SBE capital (51 SBEs). Although this can be justified by the desire of most small business entrepreneurs to keep all the sensitive data related to their enterprises (such as the value of the enterprise capital) away from any external parties (such as the researcher), the relationship between not answering the capital question and the number of employees of the SBEs was investigated to ensure that respondents can be considered and classified as a SBEs.

Table 8-12 and figure 8- 8, show the distribution of the enterprises capital and number of employees. As can be seen from the table, the majority of enterprises that refused to answer the capital questions (54.9 %) are among the enterprises that have from 10 – 19 employees (28 SBEs). Moreover, 9.8 % (5 SBEs) and 13.7 % (7 SBEs) of the enterprises that refused to answer the questions are among the enterprises in the category from 20 – 29 employees and the

category from 30 – 39 employees sequentially (6 SBEs). In another words; while 64.7 % of the enterprises that refused to answer the capital questions have 29 employees or less, 78.4 % of these enterprises have 39 employees or less. This reflects the fact that almost 80 % of the enterprises that refused to answer the question are considerably small in size. This reflects and indicates that the capital for such enterprises will be relatively small and will not exceed the capital limit required to consider it as SBEs.

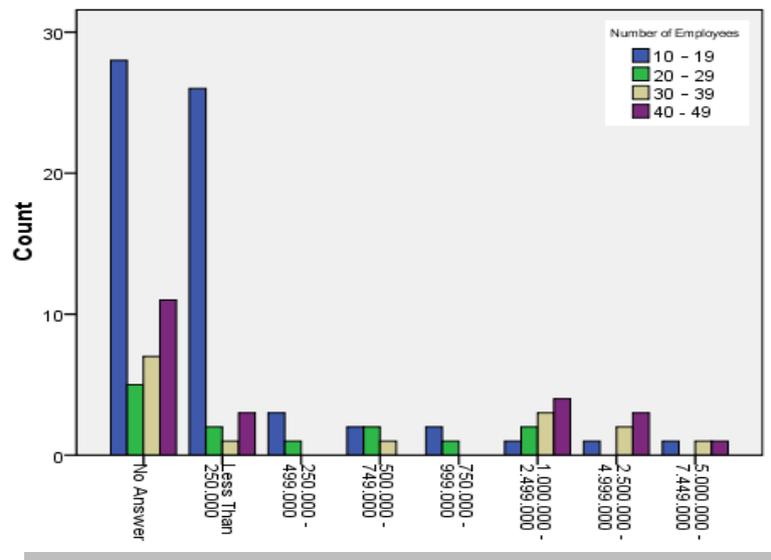
To confirm this assumption, a Chi-Square test was conducted to ensure that there is a significant relationship between the capital and the number of employees of the SBEs. The results of Chi-Square are illustrated in table 8-13. As can be seen from the table, chi-square ( $\chi^2$ ) value was 35.963 with  $p = .022$  which indicate that there is a statistical significant association between capital and the number of employees within the research sample. Based on that and the previous discussion, the research sample is reliable and will allow the generalisation of the findings and increase the research reliability.

**Table 8-12:** Capital \* Number of Employees Crosstabulation

|                |                  |                                     | <i>Number of Employees</i> |                |                |                |               |
|----------------|------------------|-------------------------------------|----------------------------|----------------|----------------|----------------|---------------|
|                |                  |                                     | <i>10 – 19</i>             | <i>20 – 29</i> | <i>30 – 39</i> | <i>40 - 49</i> | <i>Total</i>  |
| <i>Capital</i> | <i>No Answer</i> | Count                               | 28                         | 5              | 7              | 11             | 51            |
|                |                  | % within Capital                    | <b>54.9%</b>               | <b>9.8%</b>    | <b>13.7%</b>   | <b>21.6%</b>   | <b>100.0%</b> |
|                |                  | % within no. of Employees           | 43.8%                      | 38.5%          | 46.7%          | 50.0%          | 44.7%         |
|                | <i>Total</i>     | Count                               | 64                         | 13             | 15             | 22             | 114           |
|                |                  | % within Capital                    | 56.1%                      | 11.4%          | 13.2%          | 19.3%          | 100.0%        |
|                |                  | <i>% within Number of Employees</i> | <b>100.0%</b>              | <b>100.0%</b>  | <b>100.0%</b>  | <b>100.0%</b>  | <b>100.0%</b> |

**Table 8-13:** Chi-Square test results for the relation between capital and number of employees

|                    | <i>Value</i> | <i>df</i> | <i>Asymp. Sig. (2-sided)</i> |
|--------------------|--------------|-----------|------------------------------|
| Pearson Chi-Square | 35.963       | 21        | .022                         |
| Likelihood Ratio   | 39.014       | 21        | .010                         |
| N of Valid Cases   | 114          |           |                              |



**Figure 8- 8:** Distribution of the respondents by capital and number of employees

### 8.3.1.9 SBE age (time in business for the SBE):-

Table 8-14 presents the distribution of the research respondents according to the time of the small enterprises in business. As can be seen from the table most of the research SBEs (29.8 %) were in business for 11 – 20 years (34 SBEs) followed by 28.9 % that were in business for more than 20 years (33 SBEs), 27.2 % that were in business for 6 – 10 years (31 SBEs) and finally 14 % of the research respondents were in business for 5 years or less (16 SBEs). From table 8-14 it is also noticed that the sample is almost distributed homogenously among the different categories of the time of the SBEs in business.

**Table 8-14:** Distribution of the respondents by time in business

|              |                    | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|--------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | 5 years or less    | 16               | 14.0                 | 14.0                      |
|              | 6 – 10 years       | 31               | 27.2                 | 41.2                      |
|              | 11 – 20 years      | 34               | 29.8                 | 71.1                      |
|              | More than 20 years | 33               | 28.9                 | 100.0                     |
|              | <b>Total</b>       | <b>114</b>       | <b>100.0</b>         |                           |

### 8.3.1.10 Business scope for the SBE:-

Table 8-15 presents the distribution of the research respondents according to the SBEs scope of business. As can be seen from the table the majority of research respondents (64.9 %) were working nationally (74 SBEs) followed by 28.9 % that were working both nationally and internationally (33 SBEs) and finally 6.1 % of the research respondents were working only internationally (7 SBEs).

**Table 8-15:** Distribution of the respondents by business scope

|              |                 | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|-----------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | Nationally      | 74               | 64.9                 | 64.9                      |
|              | Internationally | 7                | 6.1                  | 71.1                      |
|              | Both            | 33               | 28.9                 | 100.0                     |
|              | <i>Total</i>    | <i>114</i>       | <i>100.0</i>         |                           |

### 8.3.2 Respondent profile:-

#### **8.3.2.1 Position of the respondent in the small business enterprise:-**

Table 8-16 presents the distribution of the research respondents by their position within the SBEs. It can be seen from the table that while 28.1 % of the respondents hold the position of marketing manager in their enterprise, 29.8 % of them hold other positions (sales managers, etc) and were in charge of E-Marketing implementation within their enterprise and 42.1 % of the respondents were the small business owners themselves.

**Table 8-16:** Distribution of the respondents by position

|              |                         | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|-------------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | Owner<br>(Entrepreneur) | 48               | 42.1                 | 42.1                      |
|              | Marketing Manager       | 32               | 28.1                 | 70.2                      |
|              | Other                   | 34               | 29.8                 | 100.0                     |
|              | <i>Total</i>            | <i>114</i>       | <i>100.0</i>         |                           |

As can be seen in table 8-16, most of the respondents were small business entrepreneurs and the rest of the respondents were almost equally distributed among the other two positions. This could be resulting from the fact that the research questionnaires were directed only to the small business entrepreneur, marketing manager or the person in charge of E-Marketing implementation within the enterprise and that filling of the questionnaire were traced by more than one following up procedure.

#### **8.3.2.2 Age of the respondent:-**

Age might be one of the factors affecting the implementation and adoption of new marketing philosophies like E-Marketing. Lynn et al. (2002) found that the younger the members of the marketing department, the more likely they are to adopt the Internet as a marketing tool. Within the same line Vrana and Zafiroopoulos (2006) found that younger tourism agents in Greece are more likely to adopt the Internet. Moreover, Doherty and Ellis-

Chadwick (2003), Teo (2001) and Katz and Aspden (1997) found younger adults are likely to be more regular users for the Internet and provided evidences that age is negatively related to Internet usage and adoption.

Table 8-17 presents the Distribution of the respondents by age. As can be seen from the table, the majority of the research respondents (42.1 %) aged between 30 – 40 years, followed by 25.4 % of the respondents in the category of age between 41 – 50 years, 14.9 % of in the category of age between 51 – 60 years, 14 % in the category of age under 30 years and finally 3.5 % of in the respondents were in the category of age more than 60 years. In another words, 56.1 % of the research respondents were less than 41 years of age.

**Table 8-17:** Distribution of the respondents by age

|              |                  | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | Under 30 yrs     | 16               | 14.0                 | 14.0                      |
|              | 30-40 yrs        | 48               | 42.1                 | 56.1                      |
|              | 41-50 yrs        | 29               | 25.4                 | 81.6                      |
|              | 51-60 yrs        | 17               | 14.9                 | 96.5                      |
|              | More than 60 yrs | 4                | 3.5                  | 100.0                     |
|              | <b>Total</b>     | <b>114</b>       | <b>100.0</b>         |                           |

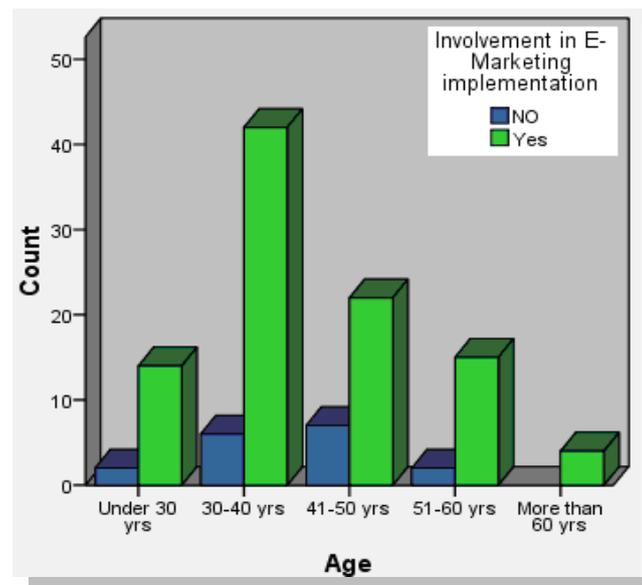
To investigate the possible relationship between age and involvement in E-Marketing implementation a cross-tabulation for the two factors was conducted. Table 8-18 presents this cross tabulation for the respondents' age and their involvement in E-Marketing implementation. As can be seen in the table, the highest percentage of involvement in E-Marketing implementation within the SBEs were among the respondents in the category of age between 30 – 40 years (43.3 %) and the smallest percentage of involvement were among the respondents in the category of age more than 60 years (4.1 %). Moreover, the majority of involvement in E-Marketing implementation was among the research respondents less than 41 years of old (57.7 %). This reflects that young respondents are more likely to adopt and implement E-Marketing and goes in line with the findings of Doherty and Ellis-Chadwick (2003), Lynn et al. (2002) and Vrana and Zafiroopoulos (2006).

To confirm this assumption, a Chi-Square test was conducted to ensure that there is a significant relationship between the respondents' age and their involvement in E-Marketing implementation within the SBEs. The results of Chi-Square are illustrated in table 8-19. As can be seen from the table, chi-square ( $\chi^2$ ) value was 3.073 with  $p = .546$  which indicate that there

is no significant statistical association between age and involvement in E-Marketing implementation within the research sample. This goes in contrast with the findings of Doherty and Ellis-Chadwick (2003), Lynn et al. (2002) and Vrana and Zafiroopoulos (2006) and indicates that there is a need for conducting more research to investigate the impact of age on the involvement in E-Marketing implementation from an SBE context.

**Table 8-18:** Age \* Involvement in E-Marketing implementation Cross tabulation

|            |  |  | <i>Involvement in E-Marketing implementation</i> |               |              |
|------------|--|--|--|---------------|--------------|
|            |  |  | <i>No</i>  | <i>Yes</i>    | <i>Total</i> |
| <i>Age</i> | <i>Under 30 yrs</i>                                | Count  | 2  | 14            | 16           |
|            |  | % within Involvement in E-Marketing implementation | 11.8%  | <b>14.4%</b>  | 14.0%        |
|            |  | % of Total   | 1.8%   | 12.3%         | 14.0%        |
|            | <i>30-40 yrs</i>                                   | Count  | 6  | 42            | 48           |
|            |  | % within Involvement in E-Marketing implementation | 35.3%  | <b>43.3%</b>  | 42.1%        |
|            |  | % of Total   | 5.3%   | 36.8%         | 42.1%        |
|            | 41-50 yrs  | Count  | 7  | 22            | 29           |
|            |  | % within Involvement in E-Marketing implementation | 41.2%  | 22.7%         | 25.4%        |
|            |  | % of Total   | 6.1%   | 19.3%         | 25.4%        |
|            | 51-60 yrs  | Count  | 2  | 15            | 17           |
|            |  | % within Involvement in E-Marketing implementation | 11.8%  | 15.5%         | 14.9%        |
|            |  | % of Total   | 1.8%   | 13.2%         | 14.9%        |
|            | More than 60 yrs                                   | Count  | 0  | 4             | 4            |
|            |  | % within Involvement in E-Marketing implementation | .0%  | <b>4.1%</b>   | 3.5%         |
|            |  | % of Total   | .0%  | 3.5%          | 3.5%         |
| Total      | Count  | 17   | 97   | 114           |              |
|            | % within Involvement in E-Marketing implementation | 100.0%   | 100.0%   | 100.0%        |              |
|            | <i>% of Total</i>                                  | <b>14.9%</b>                                       | <b>85.1%</b>                                     | <b>100.0%</b> |              |



**Figure 8-9:** Crosstabulation for age and involvement in E-Marketing implementation

**Table 8-19:** Chi-Square test results for the relation between age and involvement in E-Marketing implementation

|                    | <i>Value</i> | <i>df</i> | <i>Asymp. Sig. (2-sided)</i> |
|--------------------|--------------|-----------|------------------------------|
| Pearson Chi-Square | 3.073        | 4         | .546                         |
| Likelihood Ratio   | 3.434        | 4         | .488                         |
| N of Valid Cases   | 114          |           |                              |

### 8.3.2.3 Years of working within the small business enterprise:-

Table 8-20 presents the distribution of the respondents by years of working within the SBE. As can be seen from the table, the majority of the respondents (43 %) worked within their enterprises for 5 – 10 years, followed by 35.1 % of the respondents worked for more than 10 years and 21.9 % of them had worked in the small enterprises for less than 5 years.

**Table 8-20:** Distribution of the respondents by years of working within the small business enterprise

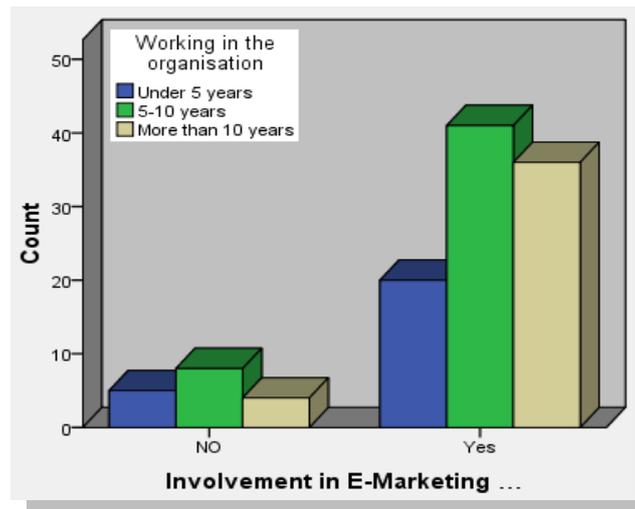
|              |                    | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|--------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | Under 5 years      | 25               | 21.9                 | 21.9                      |
|              | 5-10 years         | 49               | 43.0                 | 64.9                      |
|              | More than 10 years | 40               | 35.1                 | 100.0                     |
|              | <i>Total</i>       | <i>114</i>       | <i>100.0</i>         |                           |

Table 8-21 present a cross tabulation for the respondents years of working with the SBE and their involvement in E-Marketing implementation. As can be seen in the table as well as figure 8- 10, the highest percentage of involvement in E-Marketing implementation within the small enterprises were among the respondents worked for the SBE for 5 – 10 years (42.3

%) followed by 37.1 % for the respondents worked for the SBE for more than 10 years and the smallest percentage of involvement were among the respondents worked for the SBE for less than 5 years (20.6 %). Moreover, the majority of involvement in E-Marketing implementation was among the respondents that worked for the SBEs for more than 5 years (79.4 %). This reflects that experienced and long working respondents are more likely to adopt and implement E-Marketing and that goes in line with the findings of Lymperopoulos and Chaniotakis (2005).

**Table 8-21:** Working in the organisation \* Involvement in E-Marketing implementation Crosstabulation

|   |       |  | <i>Working in the organisation</i> |                   |                           |               |
|---|-------|--|------------------------------------|-------------------|---------------------------|---------------|
|   |       |  | <i>Under 5 years</i>               | <i>5-10 years</i> | <i>More than 10 years</i> | <i>Total</i>  |
| <b><i>Involvement in E-Marketing implementation</i></b> | No    | Count  | 5                                  | 8                 | 4                         | 17            |
|   |       | % within Involvement in E-Marketing implementation | 29.4%                              | 47.1%             | 23.5%                     | 100.0%        |
|   |       | % within Working in the organisation               | 20.0%                              | 16.3%             | 10.0%                     | 14.9%         |
|   | Yes   | Count  | 20                                 | 41                | 36                        | 97            |
|   |       | % within Involvement in E-Marketing implementation | <b>20.6%</b>                       | <b>42.3%</b>      | <b>37.1%</b>              | <b>100.0%</b> |
|   |       | % within Working in the organisation               | 80.0%                              | 83.7%             | 90.0%                     | 85.1%         |
|   | Total | Count  | 25                                 | 49                | 40                        | 114           |
|   |       | % within Involvement in E-Marketing implementation | 21.9%                              | 43.0%             | 35.1%                     | 100.0%        |
|   |       | % within Working in the organisation               | 100.0%                             | 100.0%            | 100.0%                    | 100.0%        |



**Figure 8- 10:** Distribution of the respondents by years of working within the small business enterprise with their involvement in E-Marketing implementation

#### **8.3.2.4 Involvement of the respondent with E-Marketing implementation within the small business enterprise:-**

Two of the main objectives of this research are to study and investigate the different factors affecting the adoption of E-Marketing by SBEs as well as investigating the impact of this adoption on the marketing performance of these enterprises. Therefore, it is important for the respondents to be involved in the E-Marketing adoption and implementation decision within the SBE. In this respect and as illustrated in table 8-22, the majority of the research respondents (85.1 %) participated in E-Marketing adoption and implementation. Moreover, a minority of the research respondents (14.9 %) did not participate in E-Marketing implementation within the small business enterprise.

**Table 8-22:** Distribution of the respondents by involvement in E-Marketing implementation

|              |              | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|--------------|------------------|----------------------|---------------------------|
| <b>Valid</b> | No           | 17               | 14.9                 | 14.9                      |
|              | Yes          | 97               | 85.1                 | 100.0                     |
|              | <b>Total</b> | <b>114</b>       | <b>100.0</b>         |                           |

On one hand, the percentage of respondents none involvement in the implementation of E-Marketing is small and acceptable in the field [for instance Eid (2003) accepted a 22 % of none involvement in Internet Marketing implementation]. On the other hand, in an attempt to investigate the percentage of respondents none involvement a cross tabulation for the respondents job (position) and their involvement in E-Marketing implementation was conducted.

**Table 8-23:** Cross tabulation for job and involvement in E-Marketing implementation

|                  |                         |  | <i>Involvement in E-Marketing implementation</i> |              |               |
|------------------|-------------------------|--|--|--------------|---------------|
|                  |                         |  | <i>No</i>  | <i>Yes</i>   | <i>Total</i>  |
| <b>Filled By</b> | Owner<br>(Entrepreneur) | Count  | 15   | 33           | 48            |
|                  |                         | % within Involvement in E-Marketing implementation | <b>88.2%</b>                                     | 34.0%        | 42.1%         |
|                  |                         | % of Total   | 13.2%  | 28.9%        | 42.1%         |
|                  | Marketing Manager       | Count  | 0  | 32           | 32            |
|                  |                         | % within Involvement in E-Marketing implementation | <b>.0%</b>                                       | 33.0%        | 28.1%         |
|                  |                         | % of Total   | .0%  | 28.1%        | 28.1%         |
|                  | Other                   | Count  | 2  | 32           | 34            |
|                  |                         | % within Involvement in E-Marketing implementation | <b>11.8%</b>                                     | 33.0%        | 29.8%         |
|                  |                         | % of Total   | 1.8%   | 28.1%        | 29.8%         |
|                  | <b>Total</b>            | <b>Count</b>                                       | <b>17</b>  | <b>97</b>    | <b>114</b>    |
|                  |                         | % within Involvement in E-Marketing implementation | 100.0%   | 100.0%       | 100.0%        |
|                  |                         | <b>% of Total</b>                                  | <b>14.9%</b>                                     | <b>85.1%</b> | <b>100.0%</b> |

Based on this cross tabulation and as can be seen in table 8-23, almost all of the respondents (15 out of 17) who had not been involved in the implementation of E-Marketing within the small enterprises were the small business owners with a percentage of 88.2 % of the total followed by 11.8 % for the respondents holding other positions (sales managers, etc). This can be justified by the following assumptions:-

- Some owners do not have all the necessary technical and marketing skills to be part of the E-Marketing implementation process within their enterprises. Therefore, they might delegate the responsibility of implementing E-Marketing to the marketing manager or other manger within the enterprise.
- Sometimes even if the owner does have all the necessary technical and marketing skills to be part of the E-Marketing implementation process within his enterprise he might lack the time and effort of doing it. Therefore, he might generate the idea of adopting

E-Marketing and delegate the responsibility of implementing it to the marketing manager or other manger within the enterprise.

It is also noticed from table 8-23 that all the marketing managers participating in the study had been involved in the implementation of E-Marketing within their enterprises

Consequently and based on the high percentage of participation in E-Marketing implementation by the research respondents, it can be concluded that the respondents in this research can be used to validate the findings and provide valuable information about the impact of E-Marketing implementation by the SBEs on the marketing performance of these enterprises.

### 8.3.2.5 Level of education of the respondent:-

Table 8-24 presents the distribution of the respondents by level of education. As can be seen from the table, the majority of the respondents (55.3 %) were university graduates, 23.7 % of the respondents commenced postgraduate studies and 21.1 % of them had a collage certificate.

**Table 8-24:** Distribution of the respondents by level of education

|              |                      | <i>Frequency</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
|--------------|----------------------|------------------|----------------------|---------------------------|
| <i>Valid</i> | Collage certificate  | 24               | 21.1                 | 21.1                      |
|              | University graduate  | 63               | 55.3                 | 76.3                      |
|              | Postgraduate studies | 27               | 23.7                 | 100.0                     |
|              | <i>Total</i>         | <i>114</i>       | <i>100.0</i>         |                           |

To investigate the existence of a relationship between the level of education and respondents involvement in E-Marketing implementation, a cross tabulation for the respondents' level of education and their involvement in E-Marketing implementation was conducted. Based on the cross tabulation and as can be seen in table 8-25, the highest percentage of involvement in E-Marketing implementation were among university graduates (54.6 % of the total number of respondents involved in E-Marketing implementation) followed by respondents with postgraduate studies (25.8 %) and lowest percentage of involvement were among respondents with collage certificate (19.6 %). It is also noticed that the lowest percentage of none involvement within one group were among respondents with postgraduate studies (1.8 % of the total number of respondents not involved in E-Marketing implementation within the postgraduate group).

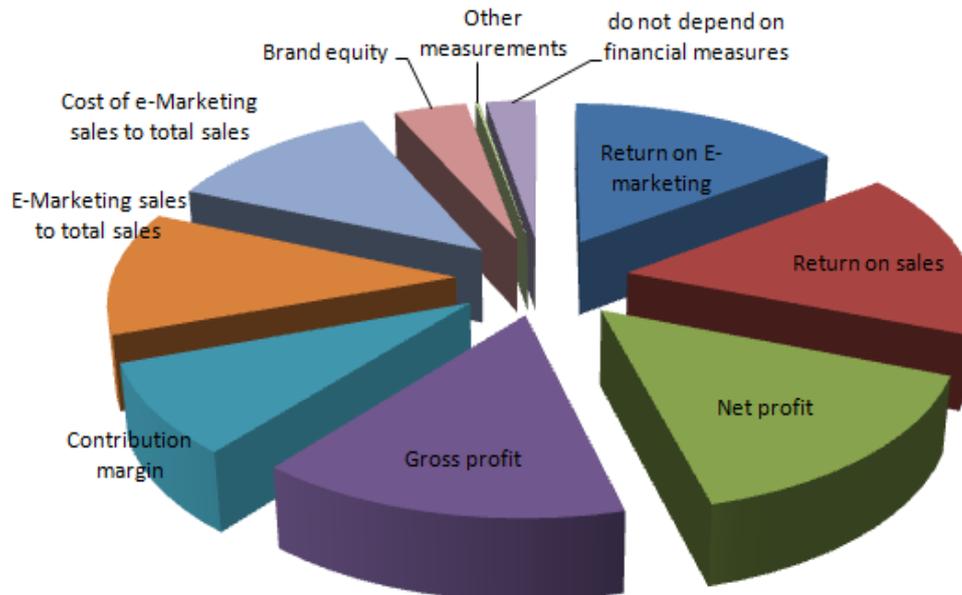
Although this might reflect a positive relationship between the level of education and the involvement in E-Marketing implementation within SBEs and goes on line with the findings of Lymperopoulos and Chaniotakis (2005) and Gunasekaran and Ngai (2005), the scope of this study does not cover this relation. Hens, the relationship between the level of education and respondents involvement in E-Marketing implementation need to be investigated in future research within the field of E-Marketing.

**Table 8-25:** Level of Education \* Involvement in E-Marketing implementation Cross tabulation

|                           |                      |  | <i>Involvement in E-Marketing implementation</i> |              |               |
|---------------------------|----------------------|--|--|--------------|---------------|
|                           |                      |  | No   | Yes          | Total         |
| <b>Level of Education</b> | Collage certificate  | Count                                      | 5  | 19           | 24            |
|                           |                      | % within Involvement in E-M implementation | 29.4%  | <b>19.6%</b> | 21.1%         |
|                           |                      | % of Total                                 | 4.4%   | 16.7%        | 21.1%         |
|                           | University graduate  | Count                                      | 10   | 53           | 63            |
|                           |                      | % within Involvement in E-M implementation | 58.8%  | <b>54.6%</b> | 55.3%         |
|                           |                      | % of Total                                 | 8.8%   | 46.5%        | 55.3%         |
|                           | Postgraduate studies | Count                                      | 2  | 25           | 27            |
|                           |                      | % within Involvement in E-M implementation | 11.8%  | <b>25.8%</b> | 23.7%         |
|                           |                      | % of Total                                 | <b>1.8%</b>                                      | 21.9%        | 23.7%         |
|                           | Total                | Count                                      | 17   | 97           | 114           |
|                           |                      | % within Involvement in E-M implementation | 100.0%   | 100.0%       | 100.0%        |
|                           |                      | <b>% of Total</b>                          | <b>14.9%</b>                                     | <b>85.1%</b> | <b>100.0%</b> |

### **8.3.3 Performance measures profile:-**

SBEs within this study were using three basic groups of marketing performance measure when evaluating their E-Marketing activities namely; financial performance measures, consumer behaviour performance measures and E-Marketing performance measures. Figures 8-11, 8-12 and 8-13 summarises the relative popularity of these three performance measures among participating SBEs.



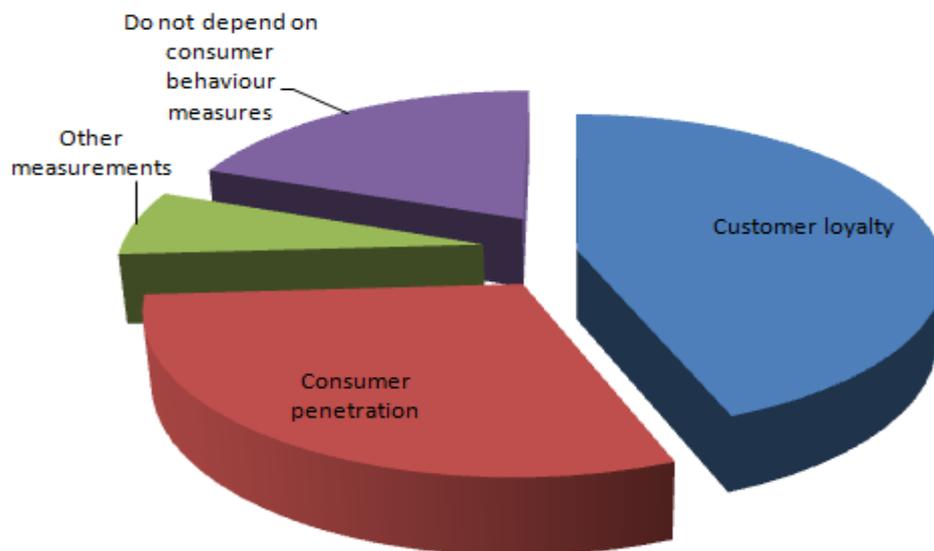
**Figure 8-11:** Financial performance measures used by the research SBEs

As can be seen from figure 8-11, the most commonly used financial performance measures by the research SBEs were Return on Sales (ROS) with a percentage of 15.9 % of the total, Net profit with a percentage of 15 % of the total, Return on E-Marketing Investments (ROI) and Gross profit with a percentage of 14.9 % of the total for each of them and finally E-Marketing sales to total sales and Cost of E-Marketing sales to total sales with a percentage of 11.9% of the total for each of them. It is also noticed that only 2.5 % of the total did not depend on financial performance measures.

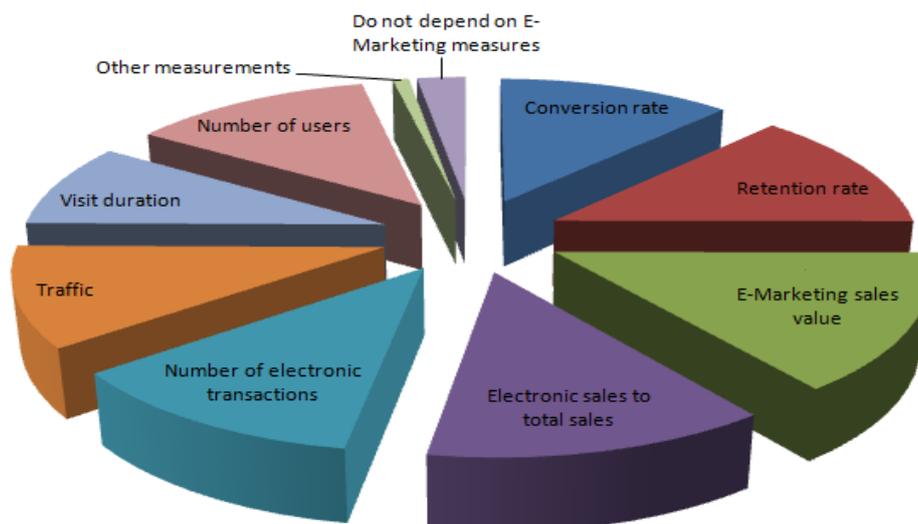
On the other hand, with regard to consumer behaviour performance measures used by the research SBEs, as can be seen from figure 8-12, the most commonly used measure was customer loyalty with a percentage of 39 % of the total followed by consumer penetration with a percentage of 26.6 % of the total. It is also noticed that 28.5 % of the total did not depend on consumer behaviour measures.

With regard to E-Marketing performance measures used by the research SBEs, as can be seen from figure 8-13, the most commonly used measures by the research SBEs were E-Marketing sales value with a percentage of 14.7 % of the total, electronic sales to total sales and retention rate with a percentage of 12.9 % of the total for each of them, number of users with a percentage of 12.6 % of the total, conversion rate with a percentage of 12 % of the total, number of electronic transactions with a percentage of 11.9% of the total and finally traffic

with a percentage of 10.7 % of the total. It is also noticed that only 2.6 % of the total did not depend on E-Marketing performance measures.



**Figure 8-12:** Consumer behaviour performance measures used by the research SBEs

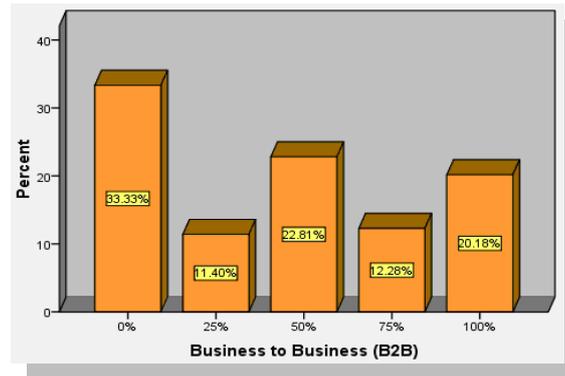


**Figure 8-13:** E-Marketing performance measures used by the research SBEs

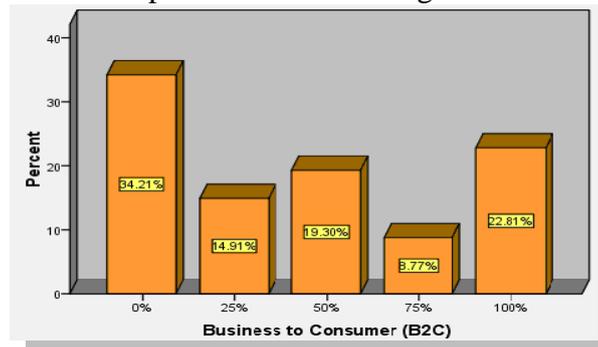
### **8.3.4 E-Marketing profile:-**

#### **8.3.4.1 E-Marketing forms implemented by the SBE:-**

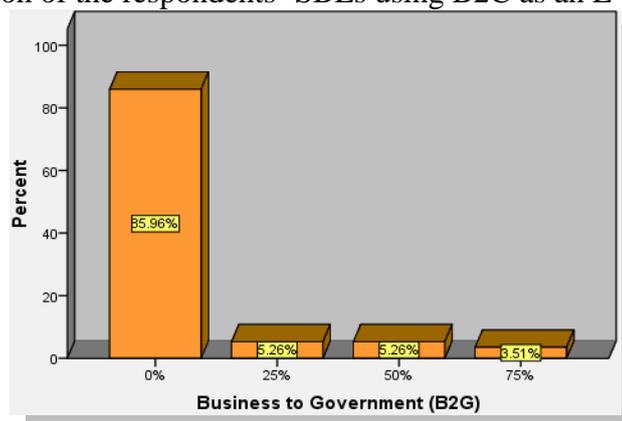
SBEs within the study were using three basic E-Marketing forms when conduct their E-Marketing activities namely; Business to Consumer (B2C), Business to Business (B2B) and Business to Government (B2G). Figures 8-14, 8-45 and 8-16 summarises the relative popularity of these three E-Marketing forms among survey respondents.



**Figure 8-14:** Distribution of the respondents' SBEs using B2B as an E-Marketing form



**Figure 8-15:** Distribution of the respondents' SBEs using B2C as an E-Marketing form



**Figure 8-16:** Distribution of the respondents' SBEs using B2G as an E-Marketing form

With regards to the adoption of B2B, B2C and B2G as an E-Marketing forms, table 8-26 present the relative popularity of these forms of E-Marketing among survey respondents. As can be seen from the table, while one third of the survey respondents (33.3 %) did not use Business to Business (B2B) as an E-Marketing form (38 SBEs), the rest of survey respondents used it in different capacities. In this respect; 22.8 % of survey respondents (26 SBEs) used B2B to conduct 50% of the SBE marketing activities, 20.2 % (23 SBEs) used B2B to conduct 100% of the SBE marketing activities, 12.3 % (14 SBEs) used B2B to conduct 75% of marketing activities and finally 11.4 % of survey respondents (13 SBEs) used B2B to conduct 25% of the SBE marketing activities.

**Table 8-26:** Distribution of the respondents SBEs using B2B, B2C and B2G as an E-Marketing form

| <b>B2B</b>   |              |                  |                |                      |                           |
|--------------|--------------|------------------|----------------|----------------------|---------------------------|
|              |              | <i>Frequency</i> | <i>Percent</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
| <b>Valid</b> | 0%           | 38               | 33.3           | 33.3                 | 33.3                      |
|              | 25%          | 13               | 11.4           | 11.4                 | 44.7                      |
|              | 50%          | 26               | 22.8           | 22.8                 | 67.5                      |
|              | 75%          | 14               | 12.3           | 12.3                 | 79.8                      |
|              | 100%         | 23               | 20.2           | 20.2                 | 100.0                     |
|              | <b>Total</b> | <b>114</b>       | <b>100.0</b>   | <b>100.0</b>         |                           |
| <b>B2C</b>   |              |                  |                |                      |                           |
|              |              | <i>Frequency</i> | <i>Percent</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
| <b>Valid</b> | 0%           | 39               | 34.2           | 34.2                 | 34.2                      |
|              | 25%          | 17               | 14.9           | 14.9                 | 49.1                      |
|              | 50%          | 22               | 19.3           | 19.3                 | 68.4                      |
|              | 75%          | 10               | 8.8            | 8.8                  | 77.2                      |
|              | 100%         | 26               | 22.8           | 22.8                 | 100.0                     |
|              | <b>Total</b> | <b>114</b>       | <b>100.0</b>   | <b>100.0</b>         |                           |
| <b>B2G</b>   |              |                  |                |                      |                           |
|              |              | <i>Frequency</i> | <i>Percent</i> | <i>Valid Percent</i> | <i>Cumulative Percent</i> |
| <b>Valid</b> | 0%           | 98               | 86.0           | 86.0                 | 86.0                      |
|              | 25%          | 6                | 5.3            | 5.3                  | 91.2                      |
|              | 50%          | 6                | 5.3            | 5.3                  | 96.5                      |
|              | 75%          | 4                | 3.5            | 3.5                  | 100.0                     |
|              | 100%         | 0                | .0             | .0                   | 100.0                     |
|              | <b>Total</b> | <b>114</b>       | <b>100.0</b>   | <b>100.0</b>         |                           |

With regards to the adoption of B2C as an E-Marketing form it is seen that while more than one third of the survey respondents (34.2 %) did not use Business to Consumer (B2C) as an E-Marketing form (39 SBEs), the rest of survey respondents used it in different capacities. In this respect; 22.8 % of survey respondents (26 SBEs) used B2C to conduct 100% of the SBE marketing activities, 19.3 % (22 SBEs) used B2C to conduct 50% of the SBE marketing activities, 14.9 % (17 SBEs) used B2C to conduct 25% of marketing activities and finally 8.8 % of survey respondents (10 SBEs) used B2C to conduct 75% of the SBE marketing activities.

On the other hand, with reference to the adoption of B2G as an E-Marketing form, while the majority of the survey respondents (86 %) did not use Business to Government (B2G) as an E-Marketing form (98 SBEs), the rest of survey respondents used it in relatively

small different capacities. Within this respect; 5.3 % of survey respondents used B2G to conduct 50% and 25 % of the SBE marketing activities respectively (6 SBEs each) and 3.5 % (4 SBEs) used B2G to conduct 75 % of the SBE marketing activities. It is also noticed that there is no single SBE that depended solely on Business to Government (B2G) as an E-Marketing form to conduct its marketing activities.

#### ***8.3.4.2 Levels of E-Marketing implemented by the SBE:-***

SBEs within the study were classified according to the levels of E-Marketing implemented by the SBE. As discussed in detail within chapter seven (section 7.4.2.2), a classification of four levels was used to illustrate the level of E-mail Marketing, Mobile Marketing, Extranet marketing and Intranet marketing implementation within SBEs. These four levels are: no implementation (the SBE does not use: E-mail Marketing, Mobile Marketing, Extranet marketing or Intranet marketing in conducting marketing activities), low implementation (the SBE uses: E-mail Marketing, Mobile Marketing, Extranet marketing or Intranet marketing in conducting 25 % or less of its marketing activities), medium implementation (the SBE uses: E-mail Marketing, Mobile Marketing, Extranet marketing or Intranet marketing in conducting more than 25% and less than 75 % of its marketing activities) and high implementation (the SBE uses: E-mail Marketing, Mobile Marketing, Extranet marketing or Intranet marketing in conducting more than 75 % of its marketing activities).

With regards to the level of E-Marketing implementation as can be seen from figure 8-17 not only all the survey respondents implemented E-Marketing but also more than one third of the survey respondents (35.09%) implemented E-Marketing to conduct more than 75% of the marketing activities of the enterprises. The majority of the survey SBEs (49.12%) implemented E-Marketing to conduct more than 25% and less than 75 % of its marketing activities. On the other hand, 15.79 % of the survey respondents implemented E-Marketing to conduct 25 % or less of the SBE marketing activities.

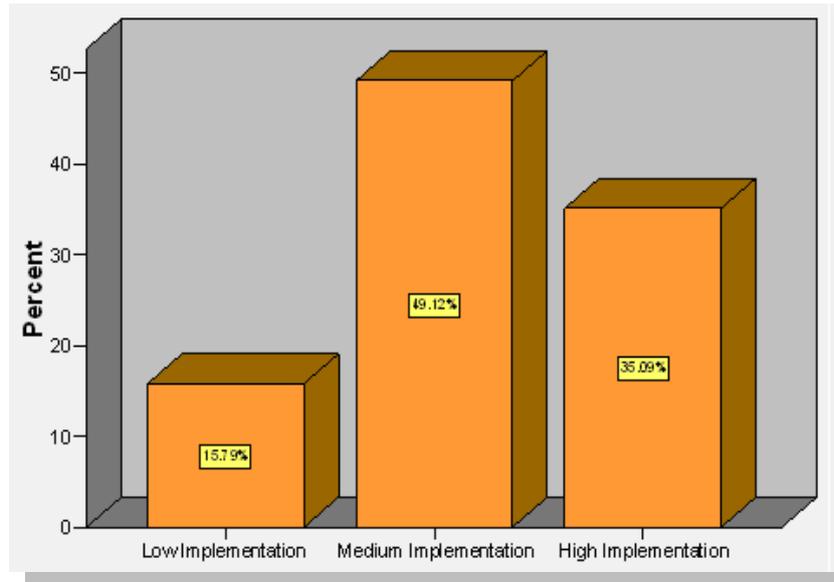
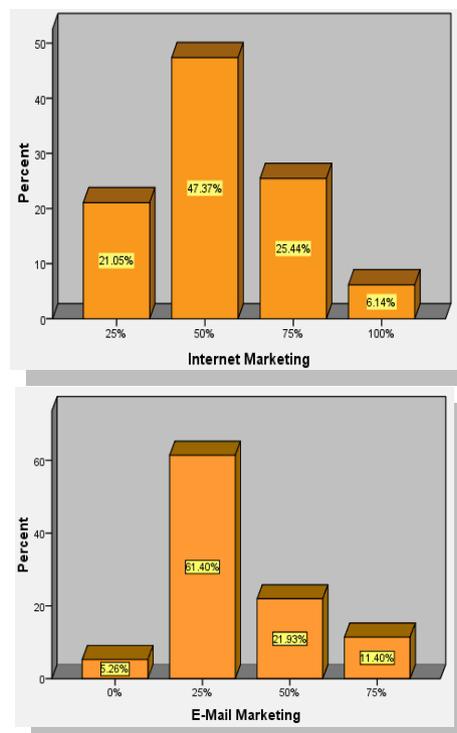
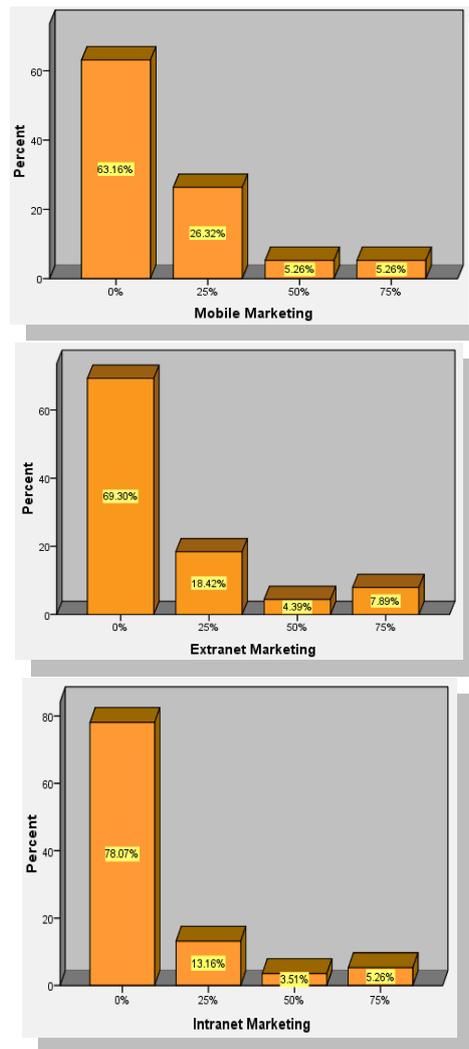


Figure 8-17: Levels of E-Marketing implemented by the survey SBE

8.3.4.3 E-Marketing tools used by the small business enterprise:-

SBEs within the study were using five basic E-Marketing tools to conduct their E-Marketing activities namely; Internet Marketing (IM), E-Mail Marketing (E-MM), Mobile Marketing (MM), Intranet Marketing (InM) and Extranet Marketing (ExM). Figure 8-18 summarises the relative popularity of these five E-Marketing tools among survey respondents.





**Figure 8-18:** Distribution of the respondents SBEs use of E-Marketing tools.

With regards to the usage of Internet Marketing as an E-Marketing tool, as can be seen from figure 8-18, while the majority of the survey respondents (47.4 %) use Internet Marketing as an E-Marketing tool to conduct 50 % of the SBE marketing activities (54 SBEs), the rest of survey respondents used it in different capacities. In this respect; 25.4 % of survey respondents (29 SBEs) used Internet Marketing to conduct 75 % of the SBE marketing activities, 21.1 % (24 SBEs) used it to conduct 25 % of the SBE marketing activities, 6.1 % (7 SBEs) used Internet Marketing to conduct 100 % of marketing activities and finally no single SBE of the survey respondents did not used Internet Marketing at all to conduct the SBE marketing activities.

With regards to the usage of E-Mail Marketing as an E-Marketing tool, the majority of the survey respondents (61.4 %) used E-Mail Marketing as an E-Marketing tool to conduct 25 % of the SBE marketing activities (70 SBEs), 21.9 % of the respondents (25 SBEs) used E-

Mail Marketing to conduct 50 % of the SBE marketing activities, 11.4 % (13 SBEs) used it to conduct 75 % of the SBE marketing activities, 5.3 % (6 SBEs) did not use E-Mail Marketing at all to conduct the SBE marketing activities. It is also noticed that no single SBE of the survey respondents used E-Mail Marketing to conduct 100 % of marketing activities.

With reference to the usage of Mobile Marketing as an E-Marketing tool, it was found that the majority of the survey respondents (63.2 %) do not use Mobile Marketing as an E-Marketing tool (72 SBEs), 26.3 % of the respondents used Mobile Marketing to conduct 25 % of the SBE marketing activities (30 SBEs) and 5.3 % are using Mobile Marketing to conduct 50 % and 75 % of the SBE marketing activities respectively (6 SBEs each). It is also noticed that there is no single SBE that depended solely on using Mobile Marketing as an E-Marketing tool to conduct 100 % of the SBE marketing activities.

With regards to the usage of Intranet Marketing, it was found that the majority of the survey respondents (78.1 %) do not use Intranet Marketing as an E-Marketing tool (89 SBEs), 13.2 % of survey respondents (15 SBEs) used Intranet Marketing to conduct 25 % of the SBE marketing activities, 5.3 % (6 SBEs) used it to conduct 75 % of the SBE marketing activities and the minority of survey respondents (3.5 % - 4 SBEs) used Intranet Marketing to conduct 50 % of the SBE marketing activities. It is also noticed that there is no single SBE that depended solely on using Intranet Marketing as an E-Marketing tool to conduct 100 % of the SBE marketing activities.

Finally, with reference to the usage of Extranet Marketing as an E-Marketing tool, the majority of the survey respondents (69.3 %) did not use Extranet Marketing as an E-Marketing tool (79 SBEs), followed by 18.4 % of the survey respondents who used Extranet Marketing to conduct 25 % of the SBE marketing activities (21 SBEs), 7.9 % are using Extranet Marketing to conduct 75 % of the SBE marketing activities (9 SBEs), 4.4 % are using Extranet Marketing to conduct 50 % of the marketing activities (5 SBEs) and finally no single small business enterprise had depended solely on using Extranet Marketing as an E-Marketing tool to conduct 100 % of the SBE marketing activities.

#### **8.4. Chapter summary:-**

This chapter illustrated the analysis of the research data collected through the research questionnaire towards reaching the preliminary research findings. The chapter examined the general descriptive analysis of the participants and SBEs to provide a complete profile about these SBEs and the participants as well as the distribution of their response. This complete profile was constructed using some descriptive statistics tools such as frequency analysis, cross tabulation and graphs as well as Chi-square to distribute and describe the research sample according to the main characteristics of the participants and SBEs.

For gaining more illustration and clarification of the results, these main characteristics and factors were classified and grouped into three main groups namely SBEs profile (which included the characteristics related to the SBEs), Respondent profile (which included the characteristics related to the individual participants within the SBEs) and E-Marketing profile (which included the E-Marketing forms and tools used by the SBEs).

Based on analysis discussed within the chapter, it was found that the majority of SBEs (78.9 %) were located in England and only 4.4 % of these SBEs were located in Northern Ireland. In addition, the majority of small businesses within the study were trading SBEs with a percentage of 64 % of the total number of enterprises participating in the study and 36 % of the participating enterprises were manufacturing SBEs. Moreover, the research sample was distributed among eleven different industries with the largest number of small businesses (29) in the computer and IT sector, representing 25.4 % of the sample. It was also found that the SBEs within the research sample are classified into three main business classification namely Business to Business (B2B), Business to Consumer (B2C) and both (B2B & B2C).

With regards to the number of employees, it was found that the majority of SBEs (64 enterprises with a percentage of 56.1 % of the total number of enterprises) fall into the category of enterprises that has between 10 - 19 employees. Moreover, 80.7% of the total number of enterprises had 39 employees or less. Meanwhile, the majority of SBEs within the study (21.1 %) had less than 250,000 of annual sales (24 SBEs). In addition, the majority of study SBEs (42.1 %) had a marketing budget that is less than 10 % of total enterprise budget (48 SBEs) and most of the research SBEs (29.8 %) was in business for 11 – 20 years (34 SBEs). With regards to capital, it was found that the majority of the SBEs (28.1 %) were in the category of less than 250,000 pounds as capital (32 SBEs). On the other hand it was found that most of the research SBEs (64.9 %) was working nationally (74 SBEs).

With reference to the individual participants, it was found that the majority of the individual participants were the small business owners themselves (42.1 % of the total), aged between 30 – 40 years (42.1 % of the total), worked within their enterprises for 5 – 10 years (43 % of the total), participated and were involved in E-Marketing implementation within their enterprises (85.1 % of the total) and university graduates (55.3 % of the total).

Finally, with regards to E-Marketing forms and tools used by the study SBEs it was found that the majority of SBEs had used B2B and B2C as E-Marketing forms and Internet Marketing and E-mail Marketing as tools of E-Marketing. Moreover, all the study SBEs implemented E-Marketing and the majority of the survey SBEs implemented E-Marketing to conduct more than 25% and less than 75 % of its marketing activities.