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***The impact of E-Marketing  
Practices on Marketing Performance  
of Small Business Enterprises***

***An Empirical Investigation***

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***Submitted for the degree of  
Doctor of Philosophy***

***Bradford University***

***2009***

## *Dedication*

*This thesis is dedicated with my deepest everlasting love and respect to my parents who are and always will be my best friends.*

*Without their support and continual encouragement I could not have reached any success.*

*Hatem El-Gohary*

## اهـءاء

مع وافر حبى و احترامى اهءى هءه الرسالة الى والءى اللءىن كانا ءائما و سىظلا باءن الله ءعالى افضل اصءقائى و اللءىن بءون مسانءءهما و ءشءىءهما المسءمر لى ما ءءقق لى بلوغ اى نجـاح .

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## ***Publications***

*The following publications have been produced as a direct or indirect result of the research presented in this thesis:-*

### ***Book chapters:-***

- 1- ***El-Gohary, H.*** Trueman, M. and Fukukawa, K. (2009), Understanding the factors affecting the adoption of E-Marketing by small business enterprises – Book Chapter, in the book: E-Commerce Adoption and Small Business in the Global Marketplace, edited by: Thomas, B and Simmons, G., IGI global, USA, 2009, ISBN-10: 1605669989.
- 2- ***El-Gohary, H.*** Trueman, M. and Fukukawa, K., E-Marketing as a tool for globalisation: the case of Egyptian small business enterprises – Book Chapter, in the book: Electronic Globalized Business and Sustainable Development through IT Management: Strategies and Perspectives, edited by Patricia Ordóñez de Pablos, Miltiadis D. Lytras, Waldemar Karwowski, and W. B. Lee, IGI global, USA, 2010 – Under review.
- 3- ***El-Gohary, H.*** E-Marketing: Towards a Conceptualization of a New Marketing Philosophy – Book Chapter, in the book: E-Business Issues, Challenges and Opportunities for SMEs: Driving Competitiveness, edited by Manuela Cruz-Cunha and João Eduardo Varajão, IGI global, USA, 2010 - Under review.

### ***Journal Papers:***

- 1- ***El-Gohary, H.*** Trueman, M. and Fukukawa, K. (2008), The Relationship between E-Marketing and Performance: Towards a Conceptual Framework in a Small Business Enterprises Context, Journal of Business and Public Policy, Vol 2, No 2, pp: 10-28.
- 2- ***El-Gohary, H.*** Trueman, M. and Fukukawa, K. (2009), E-marketing and Small Business Enterprises: A Meta Analytic Review, Journal of International Business and Finance (JIBF), Volume no. 1, Issue: January-June 2009, pp: 42-79.
- 3- ***El-Gohary, H.*** Trueman, M. and Fukukawa, K. (2008), E-marketing and Small Business Enterprises: A review of the methodologies, Journal of Business and Public Policy, Vol 2, No 2, pp:64-93.
- 4- ***El-Gohary, H.*** Trueman, M. and Fukukawa, K. (2009), E-marketing and Small Business Enterprises: A review of the literature from 1993 to 1997, International Business & Technology Review (IBTR), July 2009, pp: 160-186.

- 5- **El-Gohary, H.** (2007), E-Business and E-Commerce Management – Book review, Int. Journal of Business Science and Applied Management, Volume 2, Issue 1, pp: 51-52.
- 6- **El-Gohary, H.** (2009), Marketing: real people, real choices – Book review, Int. Journal of Business Science and Applied Management, forthcoming 2009.
- 7- **El-Gohary, H.**, Trueman, M. and Fukukawa, K., Expanding TAM and IDT to understand the adoption of E-Marketing by small business enterprises: a UK Perspective, Journal of the Academy of Marketing Science - Under review.

### ***Papers in Refereed Conference Proceedings:***

- 1- **El-Gohary, H.**, Trueman, M. and Fukukawa, K. (2009), Understanding the factors affecting the adoption of E-Marketing by small business enterprises: a UK Perspective, Ankara University International Conference on Market, Marketing & Entrepreneurship: Creating & Capturing Value in the 21<sup>st</sup> Century proceedings, 6-9 April 2009-Antalya-Turkey, pp: 377-394.
- 2- **El-Gohary, H.**, Trueman, M. and Fukukawa, K. (2009), E-marketing and Small Business Enterprises: A review of the literature from 1993 to 1997, The International Conference in Business and Public Policy (ICBPP 2009) conference, 23-26 April 2009, Illinois, USA, pp: 427-453. [\*This paper won The American Academy of Business and Public Policy Best Paper Award 2009.\*](#)
- 3- **El-Gohary, H.**, Trueman, M. and Fukukawa, K. (2008), E-Marketing and Small Business Enterprises: A literature review (2003 -2008), ISBE 2008 Conference on International Entrepreneurship proceedings, 5 - 7 Nov 2008, Belfast, Ireland, p:96.
- 4- **El-Gohary, H.**, Trueman, M. and Fukukawa, K. (2008), Understanding the relationship between E-marketing implementation, marketing performance and Small Business Enterprises, The UIC International Research Symposium and conference on marketing and entrepreneurship proceedings, Stockholm, Sweden, 14 - 16 June 2008, pp: 239-257.
- 5- **El-Gohary, H.** and Trueman, M. (2007), E-marketing, marketing performance and Small Business Enterprises: A comparative case of two countries, The 3rd Scottish Doctoral Management Conference, University of St. Andrews school of Management, St. Andrews, 6 - 7 June 2007. [\*This paper won Routledge Best Paper Award 2007.\*](#)
- 6- **El-Gohary, H.**, Trueman, M. and Fukukawa, K., Exploring E-Marketing practices by Egyptian Small Business Enterprises, ISBE 2009 Conference on International Entrepreneurship, 3 - 6 Nov 2009, Liverpool, UK - Under review.

## *Abstract*

The major aims of this research are to explore and analyse the different factors affecting the adoption of Electronic Marketing (E-Marketing) by industrial and trading small business enterprises (SBEs); to explore the different forms, implementation levels and tools of E-Marketing used by these SBE and to investigate the relationship between E-Marketing adoption and industrial and trading SBEs marketing performance. It aims to develop a theoretical model that can help to understand and interpret these relationships and seeks to evaluate the potential of E-Marketing for SBEs in developed countries (UK) and developing countries (Egypt). This work builds on previous research in the fields of E-marketing and SBEs and adds to the relatively limited empirical research that has been conducted on E-Marketing in a small business context.

This research develops and validates a conceptual model based on systematic and in-depth analysis of the literature in the field as well as the results of two exploratory studies conducted in Egypt and UK. It utilises a post-positivist research philosophy with a triangulation approach, in which quantitative and qualitative data is collected based on survey strategy through questionnaires, focus group and semi-structured interviews to address different levels of the study. Even though triangulation requires a commitment to greater amounts of effort, time and funds, it has the advantage of removing the bias that is often associated with the use of a single technique.

This research finds that E-Marketing adoption by SBEs is significantly affected by their perception of E-Marketing relative advantage (usefulness), ease of use, compatibility as well as the SBE internal factors such as owner skills and support, available resources, organisational culture, type of products, international orientation and SBE size. On the other hand, the SBE internal factors have a positive direct impact on Technology Acceptance Model (TAM) and Innovation Diffusion Theory (IDT) related factors such as perceived ease of use, perceived relative advantage and perceived compatibility. These findings indicate that Internet Marketing and E-Mail Marketing are the most commonly used E-Marketing tools and that E-Marketing adoption has a strong positive impact on current and future marketing performance of SBEs.

In terms of contribution to knowledge, this study provides an insight for entrepreneurs, policy makers, practitioners, researchers, and educators by providing a clearer view and deep understanding of the issues related to E-Marketing adoption and practices by small business enterprises as opposed to large companies. It addresses some research gaps in the field, particularly in terms of the impact of E-Marketing on marketing performance. The research model has been tested by a major survey of UK SBEs with a response rate of 32%, and has been robustly tested for reliability and validity. Moreover, the exploratory survey in Egypt indicated that there is another rich seam for investigation in terms of E-Marketing in developing countries.

Overall the theory in the field of E-Marketing is still in its infancy stage and is not yet well established. This study can be considered as a step towards theory building in the field of E-marketing and has brought to light a number of concepts for the practice of E-Marketing by SBEs.

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## *List of Abbreviations*

E-Marketing	= Electronic Marketing
SBE	= Small Business Enterprise
SBEs	= Small Business Enterprises
E-Commerce	= Electronic Commerce = E-C
E-Business	= Electronic Business
B2B	= Business-to-Business
B2C	= Business-to-Consumer
B2G	= Business-to-Government
SEDO	= Small Enterprise Development Organisation (Egypt)
SFD	= Social Fund for Development (Egypt)
AUSE	= Arab Union for Small Enterprises
TAM	= The Technology Acceptance Model
IDT	= The Innovation Diffusion Theory
DTPB	= The Decomposed Theory of Planned Behaviour
IM	= Internet Marketing
MM	= Mobile Marketing
IT	= Information Technology
IS	= Information Systems
SEM	= Structural Equation Modeling
GFI	= Goodness of Fit Index
RMR	= Root Mean square Residual
CFI	= Comparative Fit Index
NFI	= Incremental Fit Index
SPSS	= Statistical Package for Social Science
VIF	= Variance Inflation Factor
$\beta$	= Unstandardised Coefficients
EIB	= European Investment Bank
EIF	= European Investment Fund
TRA	= Theory of Reasoned Action
PEOU	= Perceived ease of use
PU	= Perceived usefulness
IMF	= International Monetary Fund
EMTI	= Egyptian Ministry of Trade and Industry
IB	= International Bank
ERASP	= Economic Reform and Structural Adjustment Programme (Egypt)
EITP	= Egyptian International Trade Points
MIT	= Massachusetts Institute of Technology
ARPA	= Advanced Research Project Agency net
IDSC	= Information and Decision Support Centre (Egypt)
ENTO	= Egyptian National Telecommunication Organisation
ISE	= Internet Society of Egypt
ISP's	= Internet service providers

IABUK = Internet Advertising Bureau UK  
ARPANET = Advanced Research Projects Agency Network  
UCE = Un-Solicited Commercial e-mail (SPAM)  
CRM = Customer Relationship Management  
NGO's = Non Governmental Organisations