UNIVERSITY of BRADFORD

The impact of E-marketing practices on market performance of small business enterprises. An empirical investigation.

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E-Marketing and the marketing performance of Small Business Enterprises

Dear Sir/Madam,

This questionnaire is designed to study the effect of using E-Marketing (Achieving marketing objectives and functions through the use of electronic communication technology – e.g. Internet, E-mail, Extranet, Mobile) on marketing performance of industrial and trade Small Business Enterprises (SBE's). Your Enterprise has been selected for this study based on a random sample. The study is purely academic and the data you provide will be used only for scientific research and will help in gaining a better understanding of the effects of using E-Marketing in SBE's. The questionnaire should be filled in by the: entrepreneur, marketing/sales manager or by the person(s) who is in charge of the E-Marketing activities within your enterprise.

Of course you are not required to identify yourself or your company and your response will be kept strictly confidential. Only members of the research team will have access to the data you give and the completed questionnaire will not be made available to anyone other than the research team. An executive summary of the research major findings can be sent to the participating enterprises. If you would like to receive a copy of the study summary report, please include the relevant forwarding address at the end of the questionnaire.

Your kind cooperation in this research is very much appreciated and the research team sincerely hopes that you will find the study of interest to you and hopefully to your Enterprise.

Thank you very much for your time and cooperation.

Yours sincerely,

Hatem El-Gohary

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The questionnaire consists of 6 parts:-

- *Part 1:* ***Background data about the Enterprise.***
- *Part 2:* ***Electronic Marketing (E-Marketing) adoption by the Enterprise.***
- *Part 3:* ***Electronic Marketing (E-Marketing) Implementation by the Enterprise.***
- *Part 4:* ***Enterprise Electronic Marketing (E-Marketing) Performance.***
- *Part 5:* ***Background data about the respondents.***
- *Part 6:* ***Relevant forwarding data for receiving a copy of the study summary report.***

The questionnaire should be filled in by the:

- ***Entrepreneur*** ☐
- ***Marketing/Sales Manager*** *or by* ☐
- ***The person who is in charge of Electronic Marketing (E-Marketing) activities*** *on the enterprise.* ☐

Part 1: Background data about the Enterprise:-

Please tick in the appropriate box

1. Where is your enterprise based?

☐ England ☐ Scotland ☐ Wales ☐ Ireland

2. My enterprise is:

☐ Industrial / Manufacturing SBE	☐ Trading SBE	☐ Other: …….

3. In which industry sector does your enterprise operate in?

☐ Aerospace	☐ Computers and IT	☐ Professional Services/ Consultancy
☐ Automotive	☐ Engineering	☐ Publishing
☐ Agriculture	☐ Food and drink	☐ Textile
☐ Chemical and Allied Products	☐ Healthcare	☐ Tourism
☐ Constructions	☐ Leisure	☐ Other: …….

4. My enterprise can be classified as:

☐ Business to Business (B2B)	☐ Business to Consumer (B2C)	☐ Both (B2B & B2C)
☐ Business to Government (B2G)	☐ Other: ……	

5. Approximately, how many employees work within your entire enterprise?

☐ 10 – 19	☐ 20 – 29	☐ 30 – 39	☐ 40 - 49	☐ More than 50

6. Approximately, the annual sales of our enterprise is: ……...……..……..

7. Approximately, the annual marketing budget of our enterprise as a percentage of the total company budget is….%:

☐ Less than 10 %	☐ 10 – 20 %	☐ 21 – 30 %	☐ 31 – 40 %	☐ 41 – 50 %	☐ More than 50 %

8. Approximately, the capital of our enterprise is: …….……..

9. Our enterprise is in business for:-

☐ > 5 years	☐ 6 – 10 years	☐ 11 – 20 years	☐ more than 20 years

10. Our enterprise is selling: ☐ Nationally ☐ Internationally ☐ Both

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Part 2: Electronic Marketing (E-Marketing) adoption by the Enterprise:-

Questions in this part concern your ability, reactions and willingness to use E-Marketing to conduct the marketing activities of your enterprise. By E-Marketing we mean: conducting marketing activities depending on electronic marketing tools and means such as: Internet, Intranet, E-mail, Extranet and Mobile marketing. The questions are designed to measure the factors that affect your E-Marketing adoption. ***Please circle the number that reflects to what extent the following motivates you to adopt E-Marketing for marketing purposes where:-***

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

Internal Factors:

By Internal factors we mean: the factors that are controllable and arise from the enterprise.

1	I find it easy to use E-Marketing tools (e.g. the Internet, E-Mail, and Mobile) for conducting my business.	1	2	3	4	5
2	I find it easy to interact with E-Marketing tools (e.g. the Internet, E-Mail, and Mobile).	1	2	3	4	5
3	Interacting with E-Marketing tools require a little mental effort by me.	1	2	3	4	5
4	I think that the Internet and other E-Marketing tools are very important to conduct business.	1	2	3	4	5
5	There is a sufficient support from the top management for the adoption of E-Marketing.	1	2	3	4	5
6	E-Marketing tools are in consistent with the values of our enterprise.	1	2	3	4	5
7	The attitude of our staff goes in line with E-Marketing adoption.	1	2	3	4	5
8	E-Marketing tools are in consistent with the beliefs of our enterprise.	1	2	3	4	5
9	The behaviour of our staff is in line with E-Marketing adoption.	1	2	3	4	5
10	Marketing team within my enterprise use E-Marketing tools as a very useful tool.	1	2	3	4	5
11	We have good, qualified and skilled marketing staff in our enterprise.	1	2	3	4	5
12	We have good technological infrastructure (e.g. hardware, networks, Internet access) in our enterprise.	1	2	3	4	5
13	We have sufficient financial resources in our enterprise for adopting E-Marketing.	1	2	3	4	5
14	We conduct E-Marketing because we have sufficient financial resources.	1	2	3	4	5
15	We will implement E-Marketing even if we did not have sufficient financial resources.	1	2	3	4	5
16	We will implement E-Marketing even if we did not have skilled and qualified staff.	1	2	3	4	5
17	We can not conduct E-Marketing without good and sufficient technical resources.	1	2	3	4	5
18	One of the factors that influenced our decision of adopting E-Marketing is the types of products produced by our enterprise.	1	2	3	4	5
19	We would implement E-Marketing regardless of the types of products produced by our enterprise.	1	2	3	4	5
20	The type of products produced by our enterprise did not affect our decision of adopting E-Marketing.	1	2	3	4	5
21	If we changed the types of products that we produced, we might choose not to adopt E-Marketing.	1	2	3	4	5
22	We would implement E-Marketing regardless of our national or international business orientation.	1	2	3	4	5
23	We adopted E-Marketing because it is useful for our international business.	1	2	3	4	5
24	We do not need to adopt E-Marketing because we work on the local level.	1	2	3	4	5
25	We adopted E-Marketing because we plan to expand our business internationally	1	2	3	4	5
26	We are too small to adopt E-Marketing.	1	2	3	4	5
27	The size of our enterprise did affect our decision to adopt E-Marketing.	1	2	3	4	5
28	We will adopt E-Marketing when we become a bigger enterprise.	1	2	3	4	5
29	We adopted E-Marketing regardless of our enterprise size.	1	2	3	4	5
30	Using E-Marketing enables me to accomplish tasks more quickly.	1	2	3	4	5
31	Using E-Marketing improves the quality of the work I do.	1	2	3	4	5
32	Using E-Marketing makes it easier to do my job.	1	2	3	4	5
33	Using E-Marketing increases my productivity.	1	2	3	4	5
34	Using E-Marketing gives me greater control over my work.	1	2	3	4	5
35	Using E-Marketing enhances my effectiveness on my job.	1	2	3	4	5

36	Using E-Marketing improves my job performance.	1	2	3	4	5
37	Using E-Marketing is compatible with all aspects of my work.	1	2	3	4	5
38	Using E-Marketing is completely compatible with my current situation	1	2	3	4	5
39	I think that using E-Marketing fits well with the way I like to work.	1	2	3	4	5
40	Using E-Marketing fits into my work style.	1	2	3	4	5
41	My interaction with E-Marketing is clear and understandable.	1	2	3	4	5
42	I believe that it is easy to get E-Marketing to do what I want to do.	1	2	3	4	5
43	Overall, I believe that E-Marketing is easy to use.	1	2	3	4	5
44	Learning to use E-Marketing is easy for me.	1	2	3	4	5

External Factors:

By External factors we mean: the factors that are not controllable and arise from outside the enterprise.

1	Competitive pressure is one reason for our adoption of E-Marketing.	1	2	3	4	5
2	The Business environment supports conducting E-marketing	1	2	3	4	5
3	There are enough legal acts to provide a supportive business environment for E-marketing.	1	2	3	4	5
4	Competitive pressure is the main reason for our adoption of E-Marketing.	1	2	3	4	5
5	We adopted E-Marketing to avoid losing our market share to competitors who are already using E-Marketing.	1	2	3	4	5
6	We adopted E-Marketing as a response to market trends.	1	2	3	4	5
7	We adopted E-Marketing regardless of market trends and competitive pressure	1	2	3	4	5
8	We adopted E-Marketing because of the incentives provided by the government.	1	2	3	4	5
9	We adopted E-Marketing because of the protection provided by the government.	1	2	3	4	5
10	We adopted E-Marketing because of government influences.	1	2	3	4	5
11	There was no influence of the government on our decision of adopting E-Marketing.	1	2	3	4	5
12	Our customers do not like purchasing through the Internet.	1	2	3	4	5
13	Our customers do not trust E-Marketing tools (e.g. the Internet, E-Mail, and Mobile).	1	2	3	4	5
14	There is a lack of trust between enterprises conducting E-Marketing activities.	1	2	3	4	5
15	Our customers prefer to pay in cash instead of electronic payment methods (credit cards, debit cards, ….)	1	2	3	4	5
16	The customers usually do not trust E-Marketing tools (e.g. the Internet, E-Mail, and Mobile) because of security issues.	1	2	3	4	5
17	The customers usually do not trust E-Marketing tools (e.g. the Internet, E-Mail, and Mobile) because of privacy issues.	1	2	3	4	5
18	The customers usually do not trust E-Marketing tools because they distrust the companies that provide products using these tools.	1	2	3	4	5
19	The majority of our customers are able to utilize technology.	1	2	3	4	5

Part 3: Electronic Marketing (E-Marketing) Implementation by the Enterprise:-

1. Please review the statements below and indicate the level of E-marketing usage in your enterprise (please select your choice from "**1**" to "**5**" where "**3**" indicates neutral). I.e. if you select "**5**" to statement number "1" you would be saying that your enterprise uses traditional marketing resources very extensively to conduct its marketing activities. ***By traditional marketing we mean:*** conducting marketing function and activities without depending on E-Marketing tools (Internet, Intranet, E-mail, Intranet, Extranet and Mobile) or forms (B2B, B2C, B2G…etc). ***Please circle the number that reflects the level of E-marketing usage in your enterprise where:***

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

In my enterprise:-

1	We conduct marketing activities depending on traditional marketing.	1	2	3	4	5
2	We conduct marketing activities using traditional marketing techniques, but we plan to adopt E-marketing	1	2	3	4	5
3	We do not have any access to the internet or any Electronic Marketing means.	1	2	3	4	5

4	We use E-marketing resources (such as web site and e-mail) to communicate with our customers.	1	2	3	4	5
5	We use E-marketing resources (such as web site and e-mail) to advertise our products	1	2	3	4	5
6	We use the internet in accessing other companies sites	1	2	3	4	5
7	We use E-marketing resources to support our enterprise traditional commercial activities (e.g. pricing information, customer service).	1	2	3	4	5
8	We have a systematic or regular updates for our web site	1	2	3	4	5
9	Our website is connected to a small customer database.	1	2	3	4	5
10	Our enterprise interacts with its customers through registration forms, newsletters and e-mail accounts.	1	2	3	4	5
11	We use E-marketing resources to conduct commercial transactions (e.g. selling products and accepting payment via web site).	1	2	3	4	5
12	We have a computerised customer database that we use to perform marketing activities (e.g. inform customers about new products).	1	2	3	4	5
13	Our enterprise plan to minimize the manual input on conducting electronic transactions to create an automated workflow and Business - to – Business automated processes to fulfil all our customers' needs	1	2	3	4	5
14	We conduct marketing activities depending on Business to Business (B2B)	1	2	3	4	5
15	We conduct marketing activities depending on Business to Consumer (B2C)	1	2	3	4	5
16	We conduct marketing activities depending on Business to Government (B2G)	1	2	3	4	5
17	We do not conduct marketing activities depending on: B2B, B2C and B2G but we plan to do that in the future.	1	2	3	4	5

2. We consider our web site as: (please select)

☐ Static	☐ Interactive (e.g. animation, search functions ...etc)	☐ We don't have a web site

3. How many E-marketing initiatives (e.g. new online payment method, developing or improving web presence ...etc) are planned for the next year in your organisation? (Please select)

☐ **More than one**	☐ **One**	☐ **We don't have any**

4. Please review the statements below and indicate the level to which you agree or disagree with each statement (please select your choice from "**1**" to "**5**" where "**3**" indicates neutral).

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

Our enterprise:-

1	does not use the internet in conducting its marketing activities	1	2	3	4	5
2	does not use e-mail in conducting its marketing activities	1	2	3	4	5
3	does not use mobile marketing in conducting its marketing activities	1	2	3	4	5
4	depends heavily on the internet in conducting marketing activities	1	2	3	4	5
5	uses its intranet in conducting marketing activities	1	2	3	4	5
6	uses its extranet in conducting marketing activities	1	2	3	4	5

5. Please review the statements below and indicate the level to which you agree or disagree with each statement

In our enterprise we depend on	*To conduct up to --- % of our marketing activities*				
	0%	*25 %*	*50 %*	*75 %*	*100 %*
Internet Marketing					
E-Mail Marketing					
Mobile Marketing					
Intranet Marketing					
Extranet Marketing					
Business to Business (B2B)					
Business to Consumer (B2C)					
Business to Government (B2G)					
Other tools or forms of E-Marketing					

(please specify) ……					

Part 4: Enterprise Electronic Marketing (E-Marketing) Performance:-

Questions in this part concern with the measurement of your enterprise E-Marketing performance as well as determining the effect of using E-Marketing on the total marketing performance of your enterprise.

A. Please tick in the appropriate box (all that apply):-

1. In our enterprise we depend on the following financial measures to evaluate our E-Marketing performance:

1	Return on E-marketing Investments (ROI)	☐
2	Return on Sales	☐
3	Net profit	☐
4	Gross profit	☐
5	Contribution margin	☐
6	E-Marketing sales to total sales	☐
7	Cost of e-Marketing sales to total sales	☐
8	Brand equity	☐
9	Other measurements Please specify: …….. ……...	☐
10	We do not depend on financial measures to evaluate our E-Marketing performance	☐

2. In our enterprise we depend on the following Consumer behaviour measures to evaluate our E-Marketing performance:

1	Customer loyalty	☐
2	Consumer penetration	☐
3	Other measurements Please specify: …….. ……...	☐
4	We do not depend on consumer behaviour measures to evaluate our E-Marketing performance	☐

3. In our enterprise we depend on the following E-Marketing performance measures to evaluate our E-Marketing performance:

1	Conversion rate (number of visits to number of purchase).	☐
2	Retention rate.	☐
3	E-Marketing sales value.	☐
4	Electronic sales to total sales	☐
5	Number of electronic transactions.	☐
6	Traffic.	☐
7	Visit duration.	☐
8	Number of users (as measured by the number of registered user accounts through: Internet, Extranet, E-mail and Mobile).	☐
9	Other measurements Please specify: …….. ……...	☐
10	We do not depend on E-Marketing measures to evaluate our E-Marketing performance	☐

B. Please circle the number that reflects to what extent the following statement is applicable to your enterprise, where:-

1	2	3	4	5
Strongly disagree	**Disagree**	**Neutral**	**Agree**	**Strongly agree**

1	In our enterprise, financial performance measures are sufficient to evaluate our E-Marketing	**1**	**2**	**3**	**4**	**5**

	performance.					
2	We plan to use some other measures evaluate our E-Marketing performance.	1	2	3	4	5
3	We do not depend on E-Marketing performance measures evaluate our E-Marketing performance; BUT, we are going to do in the near future.	1	2	3	4	5

C. The following questions emphasis the effect of implementing E-Marketing on the marketing performance of you enterprise. ***Please circle the number that reflects to what extent you think that the following aspects of E-Marketing currently are or will, in the future, be influenced by the implementation of E-Marketing in your enterprise.***

In my enterprise, implementing E-Marketing leaded to:

Aspects	*Currently*						*In the Future*				
- New Sales	1	2	3	4	5		1	2	3	4	5
- New Customers	1	2	3	4	5		1	2	3	4	5
- Increased Profits	1	2	3	4	5		1	2	3	4	5
- Good Customer Relationships	1	2	3	4	5		1	2	3	4	5
- Reduction of sales costs	1	2	3	4	5		1	2	3	4	5
- Faster discovery of customer needs	1	2	3	4	5		1	2	3	4	5
- Greater customisation of products	1	2	3	4	5		1	2	3	4	5
- New markets	1	2	3	4	5		1	2	3	4	5
- Fast communication with customers	1	2	3	4	5		1	2	3	4	5
- Increased customer satisfaction	1	2	3	4	5		1	2	3	4	5
- Developing new products	1	2	3	4	5		1	2	3	4	5
- Faster adaptability of customer needs	1	2	3	4	5		1	2	3	4	5
- Providing better service quality	1	2	3	4	5		1	2	3	4	5
- Increased market share	1	2	3	4	5		1	2	3	4	5
- Increased brand equity	1	2	3	4	5		1	2	3	4	5

Part 5: About You:-

1. Age Category

☐ Under 30 yrs	☐ 30-40 yrs	☐ 41-50 yrs	☐ 51-60 yrs	☐ More than 60 yrs

2. What is your role in the organisation? _____

3. For how long have you been working in your organisation?

☐ Under 5 years	☐ 5-10 years	☐ More than 10 years

4. Are/were you involved in electronic marketing implementation?

☐ Yes ☐ No

If yes, what is/was your role? _____

If yes, was it:

[ ] At your company [ ] For any other organisation

5. Level of Education

☐ Collage certificate	☐ University graduate	☐ Postgraduate studies

Part 6:-

Thank you very much for your time and effort, your kind cooperation is very much appreciated by the research team. ***The results and major findings of this research can be shared with the participating Enterprises at no cost***. So ***if you would like to have a copy of the study results summary report***, please complete the following part of the questionnaire or simply include business card.

Contacts Name : ……

Job Title : …….

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Company name **:** …….

Company address: …….....

……. ***Post Code:*** …….

Telephone **:** ……. ***Mobile:*** …….

Email address **:** ……..

Would you like to involve in further aspects of this research?

☐ **Yes**	☐ No

Please, if you have any comment or issue you feel particularly important in the context of E-marketing in small business enterprises, ***please do use this section*** of the questionnaire for your comments.

Thank you,

Your kind cooperation in this research is very much appreciated. Please return the completed questionnaire to the following address:-

Hatem El-Gohary
Bradford University School of Management
EMM Lane, Bradford,
West Yorkshire, BD9 4JL, UK

For any farther comments you are most welcomed to contact the research team directly through phone or e-mail:-

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Thank You…