

Examining the relationships between e-Marketing adoption And Marketing Performance of Small and Medium Enterprises in Ghana

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Abstract

Given the importance of the Internet in general and for the marketing function in particular there has been a growing focus on understanding the determinants of e-Marketing adoption within firms. The purpose of this study was to explore factors that influence adoption of e-Marketing by SMEs in Ghana, and to examine the relationship between e-Marketing adoption factors and marketing performance. Primary data was collected using a quantitative research approach from 107 SMEs. Exploratory factor analysis was employed to identify the main e-Marketing adoption factors: which consists of Perceived Usefulness (PU), Perceived Ease of Use (PEOU), External pressure and Strategic intent. The study revealed that all the four constructs significantly influence e-Marketing adoption among the SMEs, however factors identified in this study were found not to have significant impact on the SMEs marketing performance. An important implication of the study is that even though SMEs are using e-Marketing, the findings did show positive impact on SMEs marketing performance. A further study is needed to establish the relationship between e-Marketing adoption factors and marketing performance.

Keyword: e-Marketing, Marketing performance, SMEs, Ghana

1. Introduction

The notion that electronic marketing (e-Marketing) has come to stay as a new marketing paradigm is shared by individuals, organisations, business entities and policy makers. e-Marketing can be defined in several ways. In this paper we adopt Chaffey, Ellis-Chadwick, Mayer, and Johnston (2009), definition of e-Marketing. For Chaffey et al. (2009), e-Marketing refers to the use of electronic communication technology (Internet, websites, email and wireless media) in conjunction with traditional marketing media to acquire and deliver services to customers. The deployment of the electronic communication technology has revolutionised marketing perspective in recent times.

The application of electronic communication technology in marketing provide actors (suppliers, sellers organisations, individuals and SMEs) numerous opportunities such as large market, advertising medium, distribution channel, platform for sales transactions (Chaffey et al., 2009). It is up to business entities more especially SMEs in LDCs to develop their capabilities to exploit the opportunities emerging from e-Marketing, even though e-Marketing appears to be a new marketing concept to firms operating in developing economies (El-Gohary, 2012). SMEs in LDCs stand to gain more by utilising opportunities that e-Marketing provides, taking into account the nature of poor infrastructure, limited resources and strong competition (El-Gohary, 2012).

Despite the numerous benefit predicted to emanate from the emergence of the e-Marketing, Barwise and Farley (2005), argued that further research is needed to explain the broader effect of e-Marketing on marketing practices and performance. Some studies have looked at e-Marketing from different perspectives, which include penetration of e-Marketing and firm performance (Brodie, Winklhofer, Coviello, & Johnston, 2007), marketing metrics and firm performance (Hacioglu & Gök, 2013), relationship between market orientation, e-Marketing and tourism services performance (Tsiotsou & Vlachopoulou, 2011).

However, the existing research on e-Marketing are mainly related to large firms in developed economies, very few studies focus on electronic communication technology usage by SMEs in LDCs especially Ghana. While the number of studies have looked at the adoption of e-Commerce among SMEs in LDCs (El-Gohary, 2012; Iddris, 2012; Jones, Beynon-Davies, Apulu, Latham, & Moreton, 2011; Kshetri, 2008; Molla & Licker, 2005), few researchers have investigated e-Marketing from a small business perspective. Additionally, not only are there few studies investigating e-Marketing adoption by small businesses, but there is lack of enough empirical and conceptual studies examining the relationships between e-Marketing and marketing performance among SMEs in LDCs. This study therefore seeks to breach that gap in literature by examining the relationships between e-Marketing and marketing performance among SMEs. Given that the relationships between e-Marketing and

marketing performance may help management craft appropriate strategic decisions.

This study aims at achieving the following specific objectives:

- To explore factors that influence adoption of e-Marketing by SMEs
- To examine the relationship between e-Marketing adoption factors and marketing performance

The rest of the paper is structured as follows. In the next section, existing literature on e-Marketing is discussed. Next the various tools and techniques used in collecting the data for the study are discussed. The findings of the study are then presented and discussed next and implication for management drawn.

2. Literature Review

2.1 An overview of e-Marketing

e-Marketing refers to the application of marketing principles and techniques via electronic media and more specifically the Internet. Strauss and Frost (2000), defined e-Marketing as the use of information technology in the processes of creating, communicating, and delivering value to customers, and for managing customer relationships in ways that benefit the organisation and its stakeholders. Scholarly literature on e-Marketing is devoted to the use of electronic marketing in transaction and payment completion, dis-intermediation, individualised and real-time pricing issues, data mining and manipulation, examining individual customer behaviours, and relationship-building (Singh, Krishnamurthy, Sheth, & Sharma, 2005). The implementation of e-Marketing strategies in international markets adds an increased level of complexity. However, country's infrastructure for e-Marketing strategies and different stages of marketing institutional development leads us to suggest targeted strategic development of e-Marketing strategies in different countries (Douglas & Wind, 1987; Quelch & Hoff, 1986). e-Marketing adoption just like other technologies contribute to the advancement of businesses in developing countries which is driven by the perceived potential of the Internet and communication technologies in reducing transaction costs by bypassing some, if not all, of the intermediary and facilitating linkages to the global e-business (Hempel & Kwong, 2001; Molla & Licker, 2005). In addition, businesses adopting e-Marketing as a strategy can create interactions by customizing information for individual customers that allow customers to design products and services that meet their specific requirements (Watson, Loiacono, & Goodhue, 2002). Also, the marketing firm can provide unlimited information to customers without human intervention. This is an advantage over other forms of contact because the amount of information that can be provided is much greater than other forms of communication (Singh et al., 2005).

2.2 e-Marketing Adoption Factors

The innovation and emerging technology adoption literature implies that in order to adopt new technology in developing countries, firms need to be internally and externally ready (Chung et al., 2007). This readiness which is termed e-readiness of an SME can be defined as the ability of a company to successfully adopt, use, and benefit from the technology or innovation (Fathian, Akhavan, & Hoorali, 2008). Molla and Licker (2005), demonstrated that in initial adoption of electronic Commerce in developing countries, internal (organizational) readiness is significant. The adoption of technology by SMEs is however dependent on the perceived usefulness (PU) of the technology in that the technology is able to increase user's performance at some task or activity (Dwivedi, Papazafeiropoulo, Parker, & Castleman, 2009; Grandon & Pearson, 2004). PU is the degree to which a person believes that using a particular system would be better than alternative systems in enhancing his or her job performance (Davis, Bagozzi, & Warshaw, 1989). Lim (2010), contends that the perceived marketing benefits of Internet technologies are pertinent towards the decisions by SMEs to accept and implement e-Marketing for their business transactions.

e-Marketing adoption is also influenced by perceived ease of use (PEOU) which measures the extent to which an organisation believes that investment in e-Marketing requires minimum effort (Davis et al., 1989). The complexity of the user interface reduces system evaluation and lessens the intention to adopt specific Internet technologies (Opia, 2008). PEOU has direct and positive impact on perceived usefulness of e-Marketing technology (Venkatesh & Davis, 2000). Moreover, Awa, Nwibere, and Inyang (2010), underscore that PU and PEOU will have significant effects on the adoption of Internet technology by SMEs. Organisations will adopt technologies that are attuned to their line of business but such technologies have to offer relative advantages (Rashid, 2001).

Another factor that might influence e-Marketing adoption by SMEs is the type or nature of industry (Poon & Swatman, 1999). Firms with a greater reliance on media such as television, catalogues, billboards and mobile phones are more likely to adopt and use the Internet for marketing purposes as they already possess a higher level of technology compatibility (Khan, 2007). A study conducted by Sparkes and Thomas (2001), also

revealed that global adoption of e-Marketing by SMEs has been the slowest in the agricultural sector. These findings contradict earlier research findings of Teo and Tan (1998), who found that no significant relationship exists between industry sector and marketing adoption. SMEs specialising in manufacturing products are less likely to adopt Internet technologies as compared with knowledge intensive service organisations such as consultancies (Martin & Matlay, 2001; Sadowski, Maitland, & van Dongen, 2002).

The value of the organization could also be a factor to e-Marketing adoption by SMEs. Triandis (2004:90) asserts that "...there is no psychological or technological acceptance process that is not shaped to some extent by culture". The organisational culture are a driving force behind the acceptance and implementation levels of electronic marketing among SMEs (Modimogale & Kroeze, 2011; Saffu, DeBerry-Spence, Dadzie, Walker, & Hinson, 2008). Organisational culture provides the appropriate setting and social embeddedness of the technological change processes.

A noteworthy determinant of technology adoption is the owner-manager's knowledge about Internet marketing. Knowledge could be sourced from the SME operator's network of personal contacts (Elliott & Boshoff, 2007; Poon & Swatman, 1999). Ultimately the spill over of information from users to non-users can positively contribute to the adoption of Internet technologies (Hollenstein, 2004).

2.3 e-Marketing and Marketing Performance

Researchers and managers have developed high level of interest in financial performance and marketing performance (Morgan, 2012), Marketing managers work to improve marketing performance through customer satisfaction and customer loyalty. Performance metrics can be categorised into financial and non-financial (Hacioglu & Gök, 2013). Market share, sales and cash flow and profitability are some of the financial marketing performance metrics, and non-financial marketing performance metrics include customer satisfaction, customer loyalty, and brand equity (Clark, 1999). The following studies showed positive relationships between e-Business adoption and firm performance (Brodie et al., 2007; Dholakia & Kshetri, 2004; Mehrtens, Cragg, & Mills, 2001; Sadowski et al., 2002; Wu, Mahajan, & Balasubramanian, 2003). Among these studies, only Brodie et al. (2007), studied the penetration of e-Marketing and firm performance. Their study operationalised marketing performance to include new customer gained, sales growth and market share. In this study we operationalise marketing performance to include financial: return on investment, return on sales, net profit and non-financial: customer satisfaction, customer loyalty, conversion of visits to sales and e-Marketing sales value.

3. Research Design and Method

The study adopts a quantitative approach in examining the utilisation of e-Marketing strategies by Ghanaian SMEs. Data for the study was collected via structured questionnaire consisting of both open-ended and close-ended questions. The research adopted a cross-sectional design which allows the researcher to draw one or more samples from the population at one time period and was used to provide an in-depth investigation of the relationship between the variables (Sekaran, 2000).

3.1 Population and the sample

A target population is any indefinable total set of elements about which the researcher wishes to make inferences (Collis & Hussey, 2009). In Ghana, businesses with employees numbering between 6 to 29 employees with investments below US\$100,000 are classified as small businesses. Using a simple random sampling, we selected 200 sample from the list of 1,200 SMEs that employ less than 50 workers and the target population was limited to Kumasi Metropolitan Area in the Ashanti region. The target population was restricted to Managers, SME owners, and Heads of Marketing Departments within SMEs. An accompanying cover letter was attached to the questionnaire to highlight the purpose of the study. The data was collected within six week period by the co-author and three graduate research assistants who were offered a day training on interview and questionnaire administration. The rationale for selecting a quantitative study was due to its cost effectiveness and easier to administer compared to a qualitative approach (Malhotra, 2010). In addition, quantitative study was selected due to the nature of data to be collected, the time available as well as the objectives of the study that underpin the adoption of e-Marketing by SMEs. However, 107 questionnaires were completed and returned thus meeting the minimum 100 sample size criterion suggested (Gorsuch, 1983; Kline, 1979; MacCallum, Widaman, & Zhang, 1999), for factor analysis and further statistical analysis. The face to face data collection resulted in 53% response rate.

3.2 Instrumentation and data collection

The survey instrument was based mostly on scales that were already developed and tested in other markets. A

self-administered questionnaire based on the adapted technology adoption scales used by Davis et al. (1989), Davies *et al.* (1989) and Chau (1996). These scales were further validated within the context of e-business adoption among firms in the studies of El-Gohary (2012) and Dwivedi et al. (2009). The questionnaire was divided into three sections, namely; A, B, and C. Section A of the questionnaire primarily obtained demographic information from the respondents. Section B requested information on the drivers of Internet marketing adoption by SMEs. Section on the other hand assessed the e-Marketing performance. The items in section B were scored on a 5-point Likert scale which ranged from 1 (strongly disagree) to 5 (strongly agree). The e-Marketing performance constructs on the other hand was meant to test how SMEs have performed in relation to the adoption and implementation of e-Marketing activities. All the e-Marketing performance items were measured on dichotomous scale of (0, and 1), zero representing no and one representing yes.

3.3 Data Quality Control

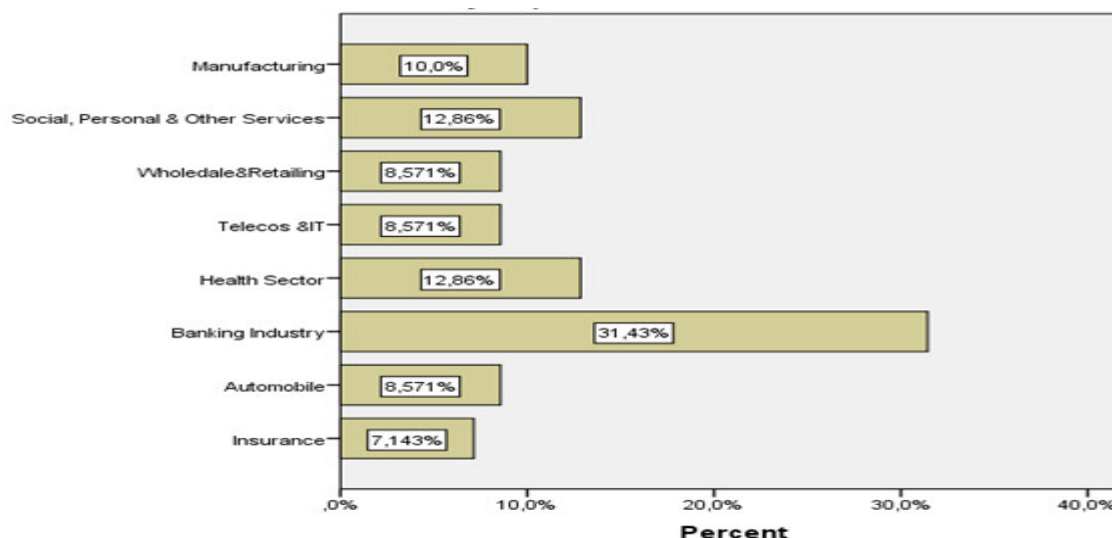
For quality control, a pre-test of the research instrument was done to test its face validity from experts and reliability. The questionnaire was checked for accuracy and completeness using the Cronbach's α (alpha) test. George and Mallery (2003), provide the following rules of thumb: " $\geq .9$ – Excellent, $\geq .8$ – Good, $\geq .7$ – Acceptable, $\geq .6$ – Questionable, $\geq .5$ – Poor, and $\leq .4$ – Unacceptable" since Likert scale measures are fundamentally at the ordinal level of measurement because responses indicate a ranking only. For this study, Cronbach alphas of 0.7 or more were considered significant. Pre-testing was conducted with a convenient sample of five academics in the management and marketing fields in order to ensure that the questionnaire met expectations in providing accurate information, usage of appropriate wording, questioning sequence and to assess the extent to which respondents understood the questions clearly. The pretest also served to determine the anticipated questionnaire completion time. Based on feedback from the pretest, minor revisions were made to the questionnaire and a pilot study was conducted with 10 SMEs. The questionnaire collected was compiled, sorted, edited, classified, coded into a coding sheet and analysed using Statistical Package for Social Sciences version 20.0 (SPSS v20.0). The data collected was analysed so as to have the required quality, accuracy, consistency and completeness. The analysis included correlation to establish the strength and direction of the relationship between the variables.

4. Results

The sample composition

The industry representation of the sample is reported in Figure 1 with a majority of the sample falling within the services sector. The service sector constitutes about 81.43% of the sample. This sector comprises mostly banking; social, personal & other services; health; insurance and telecommunication sector. The manufacturing sector and wholesale & retailing also constitutes about 18.57%.

Figure 1 Industry representation of the sample



4.1 e-Marketing tools

Figure 2 shows the various e-Marketing tools used by the SMEs in their e-Marketing activities. Majority of the respondents (21.43%) use the 'internet'. This is followed by 'mobile phone' (18.57%); 'internet, mobile phone & PC' (17.14%); 'internet & e-mail' (17.5%); 'internet & mobile phone' (12.86%). Also, 5.7% of SMEs use only PC (see Fig 2).

Figure 2: e-Marketing Tools used by SMEs

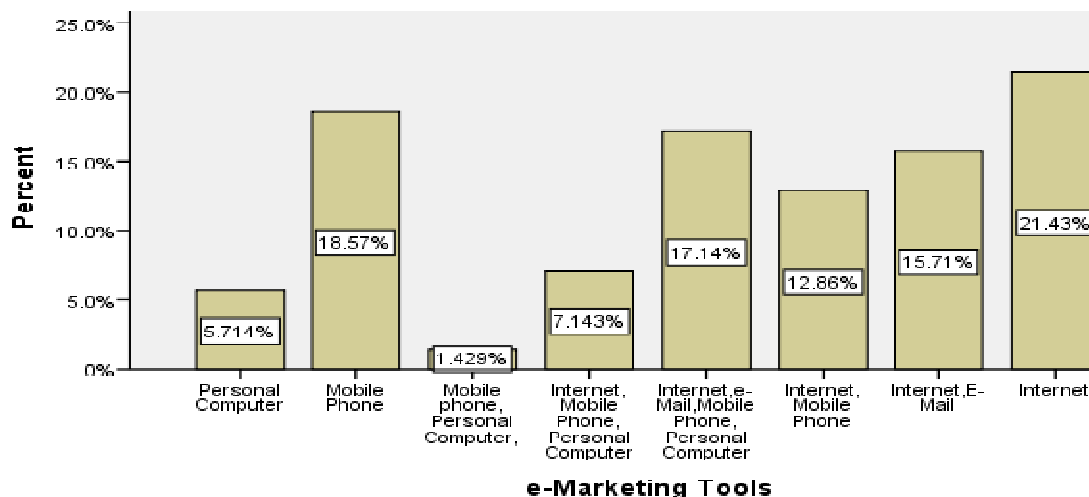


Table 1 Descriptive statistics, Communalities and construct reliability

Constructs	Mean	Std. Deviation	Communalities
Perceived Usefulness(PU)			
Better way of communicating with customers	3.9571	1.16016	.697
Good for advertisement	4.0143	1.12279	.756
Increase Productivity	4.1429	.87287	.742
Used to obtain market share	3.7857	1.03410	.619
Perceived Ease of Use(PEOU)			
Task Accomplishment	4.0429	1.01347	.636
E-marketing is easy to use	4.0000	.85126	.677
Adequate Infrastructure to support e-marketing	3.6143	1.01143	.674
External Pressure			
Customer demands	3.6286	.93517	.678
Industry sector is pressuring it	3.8286	1.03520	.623
Competitive pressure is the reason for adopting e-marketing	3.7571	.99907	.682
Business environment support conducting e-marketing	3.8286	.77966	.649
Strategic intent			
Business conduct	4.4000	.73030	.688
Consistent with our strategy	4.1429	.88932	.546
Top management is enthusiastic	4.1857	.88944	.688
e-Marketing is consistent with our business value	4.0000	.85126	.691

Table 1 shows the mean scores of e-Marketing adoption factors by SMEs. The dispersion of the scores revealed high means ranging between 4.00 and 3.614 on the perceived ease of use (PEOU), perceived usefulness (PU) and strategic intent dimensions. This indicates that the respondents were in agreement with the assertions that e-

Marketing adoption by SMEs due to its perceived usefulness to their business, it been easy to use and also due to its compatibility with the organisations culture, value and requirements (Dhurup & Dlodlo, 2013; Harrison & Waite, 2006). The standard deviations ranged between 0.851 and 1.16. Communalities were high ranging between 0.546 and 0.756 which indicated high levels of association among the scale items thus ‘acceptable fit’ with the constructs.

4.2 Exploratory Factor Analysis of e-Marketing Adoption Factors

First, correlation matrix was inspected to evaluate the appropriateness of exploratory factor analysis whether the data collected is suitable for factor analysis. A principal components factor analysis with Kaiser Normalisation was conducted on the eighteen variables to develop a set of factors that can be classified as drivers of e-Marketing adoption among SMEs.

The appropriateness of factorability on the data set was formally determined using the Kaiser-Meyer-Olkin (KMO) test as well as Bartlett’s test of sphericity, significant at $p < 0.0000$. The KMO value was 0.840 rendering the sample size suitable for factor analysis (Hutcheson & Sofroniou, 1999). The percentage of variance analysis, scree test Cattell (1966), and the eigenvalue criterion (>1) and each factor having at least three variables with significant loading of (>0.30) a guideline suggested by (Suhr, 2006), provided primary evidence that four factors could best explain the drivers of e-Marketing adoption. The total variance explained by the factors was 66.96 %. (See Table 2) the total percentage of variance, Eigen value criterion (>1), screen test interpretability of factors resulted in a four factor structure with eighteen variables (see table 2).

Table 2: Rotated Factor-Loading Matrix: e-Marketing Adoption Drivers And Properties Of The Scale

	Factor PU	1 PEO U	Factor 2 External Pressure	Factor 3 Compatibility	Factor 4
Top management is enthusiastic	.401	.249	-.154		.664
Consistent with our strategy	.300	.318	.150		.576
Business Conduct	.130	.185	.130		.787
e-marketing is consistent with our business Value	.343	.198		.198	.548
Industry sector is pressuring it	.039	.010	.619		.619
Task Accomplishment	.401	.615	.483		.342
Increase Productivity	.613	.246	.488		.193
E-Marketing is easy to use	.130	.803	.064		.060
Competitive pressure is the reason for adopting e-marketing	-.039	.155	.806		.076
Business environment support conducting e-Marketing	.310	.233	.682		.182
Used to obtain market share	.678	.261	.105		.139
Customer Demands	.012	-.047	.539		-.021
Better way of communicating with customers	.797	.196	.037		.148
Good for advertisement	.813	.255	.125		.121
Adequate Infrastructure to support e-marketing	.307	.692	.104		.301
Eigen Values	6.400	1.510	1.118		1.016
Percentage of Variance	42.665	10.070	7.450		6.774
Cumulative percentage of variance	42.665	52.735	60.185		66.9569
Reliability of each factor (Cronbach alpha)	.789	.715	.609		.780
					Overall Cronbach α .898

Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization. coefficient greater than (.40) are bolded and retained for that factor.

4.3 Relationship between e-Marketing Adoption Factors and Marketing Performance

To examine the relationships between identified factors and marketing performance of the firms, bivariate correlation efficient was conducted (see Table 3).

Table 3 Correlations between e-Marketing adoption factors and marketing performance

Factor	Return on e-Marketing Investments (ROI)	Net profit	Customer satisfaction	Conversion of visit to sales	Number of electronic transactions	e-Marketing sales value
PerceivedUsefulness	-.287*	-.265*	-.368**	-.059	-.178	-.224
Perceived Ease of Use	-.082	-.274*	-.169	.052	-.101	-.165
External Pressure	-.302*	-.279*	-.132	-.149	-.282*	-.359**
Strategic intent	-.108	-.178	-.212	-.228	-.220	-.146

*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 3 shows that there is a significant but negative relationship between Perceived Usefulness (PU) and Return on e-Marketing Investments (ROI), Net profit and customer satisfaction. There is significant but weak negative relationship between Perceived Ease of Use (PEOU) and net profit. There is also significant but negative relationship between external pressure, Return on e-Marketing Investments (ROI), net profit, Number of electronic transactions and e-marketing sales value. Strategic intent shows no significant relationship with any of the marketing performance metrics.

5. Discussion and Conclusion

This study sought to examine factors that influence e-Marketing adoption by SMEs and the effect on marketing performance. Two research objectives were stated. The first was to explore factors that influence adoption of e-Marketing by SMEs. Four factors were identified as the e-Marketing adoption factors by SMEs in this study. They include Perceived Usefulness (PU), Perceived Ease of Use (PEOU), External pressure and Strategic intent.

Factor one comprised four variables and was labelled *perceived usefulness (PU)*. It accounted for 42.6 percent of the variance with an Eigen value of 6.4. This factor combines factors like better way of communicating with customers, good for advertisement, increase productivity and used to obtain market share. This finding supports earlier findings (Dhurup & Dlodlo, 2013; Qingfei, Shaobo, & Gang, 2008) who indicated that behavioural intention is a function of attitude and perceived ease of use and perceived usefulness. According to the Technology Acceptance Model (TAM) by Davis et al. (1989), PU measures the extent to which an organization believes that using a particular technology attracts mental effortlessness (Awa *et al.*, 2010). Thus, PU emphasises Internet technology characteristics as being positively correlated with technology adoption (Harrison & Waite, 2006).

The second factor *perceived ease of use (PEOU)* accounted for 10.07 percent of the variance and reflected an Eigen value of 1.51. This factor combines readiness of the firm in terms of ease of use, flexibility in task accomplishment, adequate infrastructure to support e-Marketing and top management enthusiasm or attitude towards change (Rogers, 1995), with Internet technology acceptance. PEOU assumes that SME operators are willing to utilise e-Marketing technologies if they are easy to use, flexible to implement and easy to understand. This notion is supported by empirical findings of (Dhurup & Dlodlo, 2013; El-Gohary, 2012; Venkatesh & Davis, 2000) who indicated that PEOU is a proven key determinant of users' intention to accept new technology. With regards to the adequate infrastructure to support e-Marketing findings by Mehrtens et al. (2001), and Shiau and Wang (2009), emphasised that financial resources, time and commitment of staff members are essential elements for facilitating an enabling environment for SMEs to adopt e-Marketing strategies. It therefore means that to be able to utilise e-Marketing efficiently and effectively, SMEs should have the adequate resources in terms of financial, time and human resources to easily adopt the technology.

External pressure was the third factor in this study and it related to the customer demands, industry sector pressure, and pressure from competitors as the reasons for SMEs adopting e-Marketing. External pressure also accounted for 7.05 percent of the variance and reflected an Eigen value of 1.12. this finding also supports earlier studies by Mehrtens et al. (2001), who advised that before SMEs commence with the marketing their products and services online, they must be aware that their primary stakeholders, including suppliers, and key industry players are also supportive of their action. Moreover, influence of key players in the SMEs external technological environment such as government, competitors as well as a firm's trading partners gives SMEs sufficient impetus to get involved in Internet marketing practises (Awa et al., 2010; Bruque & Moyano, 2007).

The final factor was labelled *Strategic intent* this factor accounted for 6.8 percent of the total variance with an Eigen value of 1.01. The items loading onto this factor relate to the business strategy, business conduct, top management enthusiastic and the organisation's technology infrastructure to handle e-Marketing strategies. These findings are consistent with earlier studies (Bruque & Moyano, 2007; Dhurup & Dlodlo, 2013), who asserts that culture and its dynamics of flexibility, communication, measure of risk taking and attitude towards technology; are all important determinants of e-Marketing adoption among SMEs.

The second objective was to examine the *relationships between e-Marketing and marketing performance*. In this regard, we calculated the relationships between derived constructs (dependent variables): PU, PEOU, External pressure and strategic intent and the marketing financial and non-financial marketing performance metrics (independent variables): Return on e-Marketing Investments (ROI, Net profit, Customer satisfaction, Conversion of visit to sales, Number of electronic transactions, E-Marketing sales value using Pearson's correlation coefficient (two-tailed). PU was significantly negatively correlated with Customer satisfaction $r(-.368^{**}) = .002$. on the other hand the association among PEOU, External pressure and strategic intent and the dependent variables: Return on e-Marketing Investments (ROI, Net profit, Customer satisfaction, Conversion of visit to sales, Number of electronic transactions, e-Marketing sales value were all found to be statistically insignificant. In sum, almost all the e-Marketing adoption factors identified in this study were found not to have significant impact on SMEs marketing performance. This findings indicate that the mere adoption of e-Marketing does not automatically lead to marketing performance among the sampled studied. Rather, it implies the adoption of e-Marketing enables the implementation of interactive marketing activities and customer support services.

5.1 Implications for Management

The flexibility allowed by e-Marketing activities to update products, communications and other elements may lead to rapid changes in a market place. Hence, organisations should constantly update their own electronic marketing efforts. They need to constantly update and check regularly their offerings so as to provide up-to-date, user-friendly and value-adding activities to be more competitive in the market.

5.2 Areas for Future research

This current research focused on the relationships between e-Marketing and marketing performance among SMEs in Ghana. Whilst quantitative approach may be useful in examining the factors influencing e-Marketing adoption as well as the relations between marketing performance, it may not be appropriate when trying to understand the real adoption factors. The present research, based on factor analysis and correlation analysis provide a platform for undertaking further research in advancing theory building into SMEs.

Also, the measurement of marketing performance in our study was based on yes/no responses, which does not provide an opportunity to examine the influence on marketing performance. Further research may consider using more objective measure using interval scale instead of dichotomous answers of yes/no. With regards to data collection some of the SMEs lack understanding of some of the questionnaire items and that might have affected the responses provided.

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